

SHRM Practice Test 1 (60 Questions)



6. People have the need of achievement, affiliation and power however in different proportions and with one type of need predominating; which motivational theory are we describing?

- A) Maslow
- B) Vroom
- C) Herzberg
- D) McClelland

7. As per the Blake-Mouton theory; if a manager avoids using his/her authority to help nourish their relationship with their team members; then where on the Blake-Mouton grid would they be?

- A) High task – Low people
- B) Low task – High people
- C) Low task – Low people
- D) High task – High people

8. The ----- prioritizes categories from the most frequent to the least frequent.

- A) Pareto chart
- B) Control chart
- C) Project charter analysis
- D) Scatter diagram

9. The performance management department's data analyst has completed an analysis on the performance of customer service staff. Based on the results, the performance manager has determined that the best course of action for the department is to introduce 'Emotional Intelligence' training. There has not been any investment in training for over three years, and the performance manager is anticipating strong resistance from senior management to introduce a training.

- A) Calculate the ROI on investment
- B) Calculate the business benefit
- C) Calculate the cost benefit
- D) Conduct a SWOT analysis

# SHRM

# 12 Practice Tests

- ✓ 12 Quality SHRM Practice Tests (80 Questions Each)
- ✓ 960 Total SHRM Practice Test Questions
- ✓ 100+ SJI's (Situational Judgement Items)

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Use the following scenario to answer Q 1 & 2:

*At a recent bi-weekly meeting, a manager makes a comment that others present in the meeting reported later as being insensitive. Apparently, she laughed and said "Asians have a peculiar smell". Two employees come to complain about the comments made and ask you what will be done to handle this situation.*

- 1 What would be your immediate response to the complainants?
  - A "This is completely unacceptable. We do not tolerate insensitive remarks at our organization. We will address this right away, and the manager will be sanctioned accordingly."
  - B Ask clarifying questions such as these: "What was the context of discussion when the remark was made? Was it said in a joking manner?"
  - C "Thank you for bringing this to my attention. You are not the only person who has reported this incident and this is also not the first time she has made offensive remarks. I will be launching an investigation shortly regarding this matter."
  - D "Thank you for bringing this to my attention. I will look into this immediately. Is it OK if I contact you again for questions or clarification regarding the facts of the situation if needed?"
  
- 2 Assuming you launch an investigation and confirm the comments were indeed made in the meeting, what would be your course of action with the manager who made the offensive comments?
  - A Create a performance improvement plan (PIP) with a six-month plan for addressing his/her biases & sanction the manager as per your company policy.
  - B Send the manager for a 'Cultural Intelligence' coaching program and direct her to write a written apology to all the employees present at the meeting.
  - C Rather than focus on the individual manager, explore cultural sensitivity training for the entire organization
  - D Review the organization values and ensure that 'Cultural Sensitivity' is added as one of the values.

Use the following scenario to answer Question 3 - 5:

*Gareth is the HR manager and leading a large human resources/payroll system implementation project at your organization, which is a high-tech digital marketing firm. The implementation is not underway just yet, however Gareth has sent out several requests for proposal, and the responses are coming in from vendors. As part of Gareth's role, he must keep the entire organization informed.*

- 3 What type of initial message should Gareth convey to the organization regarding this project to gain buy-in?
  - A That a new system will improve efficiencies and ultimately save the company money and drive revenue for the organization
  - B That there will be lots of training on the new system once it is in place
  - C That the executive team is fully committed to replacing the system

- D That the current system is obsolete, and it is a risk to continue to rely on it for human resource and payroll functions
- 4 To convey the initial message and all subsequent communication, Gareth's plan is to issue updates through a variety of mediums. What technique would likely be the least effective method of relaying important information to employees?
- A Sending emails  
B Attending department-wide meetings and giving verbal updates  
C Mailing out a printed newsletter to employees' homes  
D Posting updates on an electronic bulletin board
- 5 In this organization, employee career levels range from entry-level to advanced software engineers, with several employees fresh out of college and a few gearing up for retirement. Given this wide range in employee demographics, which communication technique should Gareth utilize when giving his next departmental presentation?
- A He should tailor the message based on the group he is presenting to  
B He should use stories and real-life examples to be more relatable  
C He should describe the human resource information system project and its intricacies in lay terms  
D He should provide a visual presentation with graphics and charts

Use the following scenario to answer Question 6 & 7:

*As a human resource manager for Gladco Properties, a construction firm, you've been noticing a general feeling of low morale among workers. There's not a lot of talking among coworkers and no camaraderie. Attendance rates have been declining, and you've noticed more employees than usual resigning lately. Supervisors have reported that employees are feeling burned out because of the strict deadlines they must meet.*

- 6 What is the most important component of a successful employee recognition program?
- A Plentiful budget  
B Program structure: simple to administer, meaningful rewards  
C Management buy-in  
D Communication and training
- 7 Given the fact that these deadlines are nonnegotiable due to client commitments, what could be a creative, low-cost solution to boost morale on the production floor?
- A Conduct "stay" interviews, and give employees an outlet to voice their concerns.  
B Implement an employee recognition program.  
C Hire additional workers to ease the workload of current employees.  
D Encourage coworker relationships by holding on-site social events during work time.

Use the following scenario to answer Question 8 - 11:

*Miguel was transferred from Guatemala to work at one of Growth Distillery Company's subsidiaries located in Arizona . The duration of the transfer is projected to be 3-5 years. Miguel is married to Gloria and they have one school aged child.*

- 8 Growth Distillery considers Miguel a (an):
- A Expatriate
  - B Foreign Associate
  - C Repatriate
  - D Foreign Colleague
- 9 Growth Distillery pays Miguel exactly what local nationals in equivalent positions would be paid. This type of pay structure is called:
- A Higher of home or host country
  - B Home country based balance sheet
  - C Headquarters based balance sheet
  - D Pure localization
- 10 Gloria was unable to adjust to the American culture and decided it would be best to take their child and return back to Guatemala. Miguel decides to stay, however he misses his family and is not performing at peak efficiency and has actually lost interest in his job. What would Miguel's behavior at work be classified as?
- A Down time
  - B Brown out
  - C Brown field
  - D Expatriate Ghetto
- 11 Miguel's wife misses her home food and has grown tired of trying to learn the English language. Gloria is most probably in what phase of the acculturation?
- A Marginalization stage
  - B Separation stage
  - C Adaption stage
  - D Mastery stage
- 12 The Delphi technique:
- A Attempts to decrease subjectivity of forecasts
  - B Is a quantitative method
  - C Uses sophisticated statistical tools for forecasting
  - D Is a method of reducing hiring costs

- 13 What is the best measure a global corporation can take to protect itself from successful claims of unfair dismissal?
- A Centralize the employee relations process
  - B Train managers to follow corporate policy
  - C Create a globally standardizes disciplinary process
  - D Decentralize discipline to comply with local laws
- 14 Bona fide occupational qualifications can
- A be used to identify adverse impact
  - B be based on employer preference
  - C permit discrimination by an employer
  - D require reasonable accommodation on the part of the employer
- 15 Accountability for sexual harassment charges depends upon:
- A The sex of the people involved
  - B The presence or absence of sexual desire
  - C The supervisor-subordinate relationship
  - D The conduct at issue
- 16 When calculating “cost per hire” the hiring manager does not wish to contaminate the direct costs data by including indirect costs into the equation. Which of the following is an indirect cost?
- A Internet advertising
  - B Pre-employment testing
  - C Cost of turnover
  - D Relocation costs
- 17 Which is not usually a common quality of an employer of choice?
- A Applicants are eager to work for the employer
  - B Employees have job security
  - C Senior management has a sincere interest in employee well-being
  - D Standardizing employee relations
- 18 A group of employees formed my management to immediately resolve a major problem and develop a long-term plan for problem resolution is called a/an
- A self-directed team
  - B task force team
  - C cross-functional team.
  - D employee rotation unit

- 19 Which of the following is an OD intervention technique?
- A Systems management
  - B Sensitivity training
  - C Survey feedback
  - D Grid training
- 20 \_\_\_\_\_ determines how employees respond to change.
- A Management policy
  - B Group cohesiveness
  - C Attitude
  - D Personality
- 21 An employee who quits under duress may have been:
- A Illegally compensated for time lost
  - B In breach
  - C Constructively discharged
  - D Rendered ineligible for COBRA
- 22 What positive outcome will result from coaching high-potential employees?
- A Employees will change jobs less frequently
  - B Employee will be less engaged in their current jobs
  - C Employees will contribute more effectively to the organization.
  - D Employees more likely to leave the organization
- 23 Mandatory bargaining topics with unions include wages, benefits, working hours and working conditions. Which items best describe the required subject of “working hours”?
- A Holidays, compulsory retirement age, overtime, work rules
  - B PTO, sick leave, shift differentials, seniority
  - C Shift work, flextime, rest periods/lunch, required overtime guidelines
  - D Hourly rates of pay, parental leave, flextime, shift work
- 24 Which of the following is not a violation of an employee’s rights in regards to organized labor?
- A Informing an employee their career may be stalled if pursuing a grievance
  - B Advising an employee that may refuse to form, join or assist a union
  - C Transferring an employee to an undesirable job due to the filing of an ULP charge
  - D Refusing to grant an employee’s request for union representation during an investigatory interview
- 25 What type of law is based on written cods such as laws, rules or regulations?
- A Civil law
  - B Extraterritorial law
  - C Common law

- D Religious law
- 26 Vroom's expectancy theory states that \_\_\_\_\_
- A employees dislike rigid controls and want to accomplish something
  - B employees' effort is related to the likelihood of success they perceive
  - C employees work to meet their physical and social needs
  - D employees are likely to quit their jobs if treated unfairly
- 27 Which is the proper listing of strategic planning elements that are arranged in order from least specific to most specific?
- A Strategic objectives, mission statement, vision statement
  - B Strategic objectives, vision statement, mission statement
  - C Vision statement, strategic objectives, mission statement
  - D Vision statement, mission statement, strategic objectives
- 28 The process of enabling a worker to think and take autonomous action is:
- A Enlargement
  - B Engagement
  - C MBO
  - D Empowerment
- 29 According to Maslow's need hierarchy, after safety needs come
- A esteem
  - B self-actualization
  - C social
  - D physiological
- 30 Which is a visual representation of the reporting relationship within the company?
- A Six Sigma
  - B Organizational chart
  - C Flow Chart
  - D Pie Chart
- 31 Which is the best term for the company's reputation or image as perceived by applicants and employees?
- A Corporate culture
  - B Employment branding
  - C Mission statement
  - D Corporate values
- 32 Which is not a training delivery format that utilizes a simulation-based approach?
- A Case study
  - B Role play
  - C Lecture

- D In basket exercise
- 33 There are some situations when charismatic leadership would not be needed. Which of the following would be an example of such a situation?
- A A business is facing the introduction of a radically new product
  - B A business is in its infancy
  - C A business is operating during a time of war
  - D A business with several years of strong market leadership
- 34 One reacts \_\_\_\_\_ power out of fear of the negative ramifications that might result if one fails to comply.
- A legitimate
  - B coercive
  - C punitive
  - D referent
- 35 Engaged employees are most likely to:
- A Defer from recommending their friends to apply to their employer
  - B Experience a higher turnover rate than that of non-engaged employees
  - C Speak ill of their managers
  - D Voice their opinions
- 36 Management decides that training supervisors to identify and prevent bullying is not necessary, and they do not fund a program budget. What does this illustrate?
- A Risk avoidance management strategy
  - B Precedence of global standardization in the organization
  - C Organization's risk tolerance
  - D Poor governance
- 37 \_\_\_\_\_ refers to an assortment of non-cognitive skills, capabilities, and competencies that influence a person's ability to succeed in coping with environmental demands and pressures.
- A Emotional intelligence
  - B AET
  - C Emotional external constraints
  - D Affective emotions
- 38 The measure of the extent to which people in a country accept the fact that power in institutions and organizations is distributed unequally is called:
- A Institutional distribution theory
  - B Collectivism
  - C Power distance
  - D Quantity of life

- 39 The best predictor of turnover in this list is:
- A Job satisfaction
  - B Job involvement
  - C Organizational commitment
  - D Cognitive dissonance
- 40 A plant manager who organizes the plant by separating engineering, accounting, manufacturing, personnel, and purchasing into departments is practicing \_\_\_\_\_ departmentalization.
- A target customer
  - B product
  - C functional
  - D geographic
- 41 Which factor has the greatest impact on maintaining peak performance?
- A Risk management
  - B Cultural obstacles
  - C Training opportunities
  - D Challenging assignments
- 42 Diversity training programs are generally intended to provide a vehicle for
- A increasing awareness and examining stereotypes
  - B focusing on individual differences
  - C eliminating group learning
  - D balancing work/life conflicts
- 43 The primary drawback of on-the-job training is that
- A it is not as effective as other methods
  - B it often disrupts the workplace
  - C it is too time consuming
  - D All the options are correct
- 44 Which is the most common current corporate trend in organizational social responsibility initiatives?
- A Workplace ethics policy
  - B Environmentally conscious policies
  - C Whistle blower policies
  - D Codes of conduct
- 45 Which of the following is most accurate? Orientation is
- A for new hires, for all workers starting a new position
  - B business training, socialization training
  - C during startups, forever

- D an event, a process
- 46 Which measure of variation shows how scores are spread out around a mean?
- A Range
  - B Percentile
  - C Standard deviation
  - D Mode
- 47 What is the primary benefit of appointing a chief ethics officer?
- A Other managers in the organization do not have to handle ethical problems
  - B It reduces the number of employee complaints and dispute resolution sessions
  - C Legal counsel does not need to be consulted on ethical issues
  - D It allows for consistent communication of values and standards throughout the organization
- 48 Josh has determined that each time the operating speed of a mechanical assembly device is increased by 20%, the number of accidents incurred by assembly-line operators also increases by 4%. Based on this fact, Josh has provided his manager with a list of
- A Hypothesis formulation
  - B Deductive reasoning
  - C Inductive reasoning
  - D Quantitative analysis
- 49 Which of the following best summarizes the problem of dual-career couples from an HR perspective?
- A Women should remain housewives and not compete with their husbands in the job market
  - B It is difficult to transfer one member of a dual-career couple unless some help is given to the spouse in finding suitable employment
  - C Most companies have strict rules against hiring spouses
  - D Dual-career couples are the primary cause of unemployment
- 50 Which is the best term for the methodology that describes who is going to do what, by when, and in what order for the organization to reach its strategic goals?
- A Short range planning
  - B MBO
  - C Strategic planning
  - D Action planning
- 51 Behavior in reinforcement terms is closely associated with:
- A Perceived inequities
  - B Consequences learned from past experiences
  - C The employee's level of base pay
  - D Managerial leadership style

- 52 Jim and Pam both work for the Dunder Mifflin Paper Company. When their daughter is born, how many combined weeks of FMLA leave do they get?
- A 8 weeks
  - B 24 weeks
  - C 12 weeks
  - D 15 weeks
- 53 What is the appropriate role for an HR manager in an investigatory interview for a dischargeable offense?
- A Prosecutor presenting evidence and challenging the employee
  - B Champion of employee's perspective and position
  - C Risk manager for the organization
  - D Supporter for manager/supervisor of involved department
- 54 The most difficult problem in forecasting demand for employees is
- A forecasting internal supply
  - B estimating turnover patterns
  - C determining the supply of human resources
  - D determining the relationship between human capital demand and the firm's output
- 55 If a group is highly cohesive, the individuals in the group are likely to:
- A Play devil's advocate with each other
  - B Value group norms and goals
  - C Exhibit dysfunctional competition with group members
  - D Desire a strong autocratic leadership style
- 56 Which motivation theory could directly support paying high performing incumbents more than incumbents in the same job who perform at lower levels in order to motivate effort?
- A Need hierarchy
  - B Equity
  - C Motivation-hygiene
  - D Expectancy
- 57 An organization that has developed the continuous capacity to adapt and change is termed a(n):
- A Learning organization
  - B Continuous improvement process
  - C Innovative organization
  - D Double-loop learning organization

- 58 Which factor has the greatest impact on maintaining peak performance?
- A Training opportunities
  - B Challenging assignments
  - C Cultural obstacles
  - D Risk Management
- 59 What employee is considered a “globalist”?
- A Employee hired locally to work for a global organization
  - B Employees who takes long-term assignments (more than one year) outside the home country
  - C Contract employee engaged for a single, international assignment
  - D Assignee who moves from one international assignment to another
- 60 Quality management requires employees to
- A take quality to heart
  - B monitor each other
  - C rethink what they do
  - D question management
- 61 For the HRBP to achieve HR alignment and be viewed as a strategic partner, which competencies are not usually associated with this initiative?
- A Transactional skills
  - B Business orientation
  - C Interpersonal and political abilities
  - D Professional skills
- 62 A document that details a position and includes a breakdown of job duties, technical skills needed, reporting structure, KSA’s, environmental, success factors, physical requires and more is best described as a:
- A Job analysis
  - B Job description
  - C Job evaluation
  - D Job enlargement
- 63 What is the first step in business continuity planning?
- A Evaluating results
  - B Implementing safeguards
  - C Determining how defined risks will affect the operations
  - D Defining potential risks
- 64 Which of the following actions is most likely to reduce job burnout?
- A Offering stress-reduction classes
  - B Raising wages
  - C Giving employees control over their work
  - D Providing employees with more sick days

- 65 What is the advantage of nonqualified deferred compensation plans?
- A They provide incentives for key executives to stay with the organization
  - B They protect these funds from creditors in the event of the failure of the business
  - C They allow all company employees to contribute more than the limits prescribed by qualified plans.
  - D They provide more-favorable tax advantage to employers than qualified plans.
- 66 Research supports the concept that individuals learn best when
- A they are told of the materials' importance
  - B they are intimidated by the consequences of not learning
  - C they are taught within a compatible training group
  - D they are actively involved in the learning process
- 67 During a non-work group lunch, an HR manger overhears an HR staff member discussing a recent new hire's previous job experiences with another staff member. The information is not sensitive, ore was the intention malicious. What should the HR person do?
- A Ignore the occurrence since it was harmless
  - B Issue a written warning to protect the organization from potential liability under privacy laws
  - C Warn the employee in writing that this information has been divulged
  - D Remind the colleague later that it is not ethical to divulge confidential information
- 68 Which of the following components is often omitted from a job description?
- A The standards of performance
  - B What is done on the job
  - C Where the job is performed
  - D Why the job is done
- 69 Which is the team that possesses full empowerment of responsibility for results?
- A Cross functional team
  - B Self-directed work team
  - C Virtual team
  - D Quality circle
- 70 What is the benefit of determining your BANTA, or best alternative to a negotiated agreement, before beginning a negotiation?
- A More aggressive opening negotiating bid
  - B Deeper understanding of the other side's needs and wants
  - C More accurate sense of the value you need
  - D Quicker negotiating pace

- 71 An organization is faced with the challenge of offering robust benefits to regain top talent while staying within budget or cost constraints. Why is a benefit needs assessment a valuable undertaking?
- A Assessment results help align the benefits strategy with the organizational brand
  - B Data collected helps the organization address employee financial or health problems impacting productivity
  - C A benefit package can have a positive impact on attracting, motivating, and retaining talent
  - D Assessment results help align the benefits strategy with the organizational brand
- 72 What is the primary purpose of a performance improvement plan (PIP) in the context of human resources?
- A To identify top-performing employees for recognition and rewards.
  - B To provide employees with a roadmap for career development.
  - C To address and improve the performance of employees who are not meeting job expectations.
  - D To streamline the hiring process and attract top talent.
- 73 Which of the following reporting/analytics features of an HRIS provide high-level, real-time metrics that are configurable to user preferences and can be linked to essential organizational metrics?
- A E-HR reports
  - B Standard reports
  - C Dashboards
  - D As hoc reports
- 74 You are the recruiter for an information technology company. Your firm needs a Data Mining Project Manager with a highly-specialized background. You have been unable to lure anyone with the specific skillset for the job, even though you have offered a very high salary. After intensive searching, you have found a German-educated, Puerto Rican Project Manager with impeccable credentials who is interested in moving to the U.S. Which problem are you most likely to encounter?
- A The difficulty in meeting the salary expectations of the Brzazilian scientist
  - B Your current data mining project managers employees fearing that their work will be outsourced overseas
  - C Your current data mining project managers employees fearing that their work will be outsourced overseas
  - D The inability of the project manager to adapt to the U.S. work culture
- 75 As director of HR you need to calculate the return on investment of a new differential piece-rate system. To do this you need to calculate\_\_\_\_\_.
- A the dollar value of the additional production minus the cost of the new incentive system divided by the cost of the new incentive system
  - B the ratio of the cost savings of the new incentive system compared with the return on investment which the shareholders expect
  - C the dollar value of the increase in production divided by the cost of the new incentive system

- D the ratio of the cost of the old incentive system to the cost of the new incentive system multiplied by the dollar value of the increase in production due to the new system
- 76 What process is used to show how the rate of compensation changes compares with the rate of changes in the organization's revenues?
- A Total compensation should be charted against total revenues, and any upward change in total compensation should be analyzed
- B Compensation metrics should be calculated each year and compared with previous years' metrics.
- C The board of directors should have compensation metrics calculated on a rotating basis: Human value added one year, return on human capital invested the next year, and so forth. This provides the "big picture" strategically
- D Compensation metrics should be calculated for regular employees (excluding compensation for part time employees) and compared with previous years' metrics
- 77 What is the turnover rate for a company that lost 25 employees while maintaining an average level of 500 employees?
- A 50 percent
- B 20 Percent
- C 2 percent
- D 5 Percent
- 78 Which of the following would be an example of an intrinsic reward?
- A A membership in a country club
- B Additional medical insurance coverage
- C Satisfaction with meeting a tight deadline
- D A grant of stock options
- 79 You are the recruiter for an information technology company. Your firm needs a Data Mining Project Manager with a highly-specialized background. You have been unable to lure anyone with the specific skillset for the job, even though you have offered a very high salary. After intensive searching, you have found a German-educated, Puerto Rican Project Manager with impeccable credentials who is interested in moving to the U.S. Which problem are you most likely to encounter?
- A Language and Communication Barriers
- B Cultural Fit and Adaptation
- C Salary Expectation Mismatch
- D Visa and Work Authorization Issues
- 80 COBRA is a lifeline for employees who have been laid off because
- A it allows employees to buy into the Medicaid program for up to 18 months
- B it transfers the employee's medical benefits from the employer's group policy to an insurance exchange for a discounted fee for up to 18 months
- C it continues the employee's medical benefits for up to 18 months at the employer's expense

- D the employee is able to continue medical benefits for at least 18 months if he/she pays the cost of the insurance

**Answer Key | Practice Test 1**

Question	Answer
1	D
2	A
3	A
4	C
5	A
6	B
7	B
8	A
9	D
10	B
11	B
12	A
13	D
14	C
15	D
16	C
17	D
18	B
19	C
20	C

Question	Answer
21	C
22	C
23	C
24	B
25	A
26	B
27	D
28	D
29	C
30	B
31	B
32	C
33	D
34	B
35	D
36	C
37	A
38	C
39	C
40	C

Question	Answer
41	D
42	A
43	B
44	B
45	D
46	C
47	D
48	B
49	B
50	D
51	B
52	C
53	C
54	D
55	B
56	D
57	A
58	B
59	D
60	C

Question	Answer
61	A
62	A
63	D
64	C
65	A
66	D
67	D
68	A
69	B
70	C
71	C
72	C
73	C
74	C
75	A
76	B
77	D
78	C
79	D
80	D



<https://thegreygym.com>



<https://youtube.com/c/TheGreyGym>



<https://www.linkedin.com/company/the-grey-gym/>

- 1 An organization recently revised its strategic plan to enter a new vertical market. What is the most important thing the training department can do to support the initiative?
  - A Monitor the effects of the change on the workforce
  - B Identify the cost of training associated with the new strategy
  - C Recruit salespeople with experience in the new vertical market
  - D Determine how training can align with and support the strategy
  
- 2 A vice president and the HR director observe an employee focus group facilitated by the HR staff. Both take notes, but their perceptions of employee's priorities and the strength of employee feelings on certain topics differ enough that both are reluctant to act on the group responses. What would be the best solution that the HR director could propose?
  - A Set aside areas of disagreement and focus on areas where the VP and the director heard the same message
  - B Assemble another focus group, keeping conditions the same, and see if the disagreement persist
  - C Ask focus group participants to complete an anonymous survey that calls for numerical responses to specific questions
  - D Rerun the focus group with an outside facilitator and a different group of employees
  
- 3 To ensure effectiveness and top management support, the compensation manager must guarantee that a new incentive pay system will:
  - A Reinforce corporate objectives
  - B Maintain budgetary restraints
  - C Reward key contributors
  - D Encourage workers to peak performance
  
- 4 Joy is upset because she makes the same salary as Greg does, even though Joy has 13 clients and Greg has only 7 clients. Joy is making a judgment about
  - A internal equity
  - B procedural justice
  - C discriminatory compensation
  - D external equity
  
- 5 Which interviewing technique is being utilized then the interviewer asks each candidate, "How would you rate your problem solving and analytical skills?"
  - A Structured interviewing
  - B Behavioral interviewing
  - C Non-Directive interviewing
  - D Stress interviewing
  
- 6 Which of the following is classified as an individual variable pay plan?
  - A Scanlon plan
  - B An ESOP
  - C Profit-sharing
  - D Sales commission

- 7 Which is not a mandatory bargaining issue as defined by the NLRA?
- A Layoff process
  - B Plant rules
  - C Hiring process
  - D Product selection
- 8 The collective value of the competencies, knowledge and skill of the employees in the organization is known as the organization's
- A investment in people
  - B intellectual assets
  - C human capital
  - D talent pool
- 9 The extent to which employees feel linked to organizational success and how the organization performs positively is termed employee
- A engagement
  - B performance motivation
  - C organizational commitment
  - D morale
- 10 Of the following performance appraisal systems, the ones most likely to be the subject of a discrimination lawsuit is/are:
- A Systems based on critical incidents
  - B The forced distribution system
  - C Systems using numerical measures of performance
  - D Systems using behaviorally-anchored rating scales
- 11 Besides the monetary investment made in an employee, what is the greatest drawback of employee turnover to the organization?
- A Losing an employee can impact a company's culture
  - B Loss of knowledge, skills and abilities
  - C The new employee may not guarantee to be successful in role
  - D New employees will need to be hired, causing a burden to the HR department
- 12 Ensuring fair and equitable treatment for employees regardless of their personal background or circumstances is associated with the role of HR.
- A Administrative
  - B Employee advocate
  - C Strategic
  - D Operational
- 13 Validity is an important part of the interview process. All HR professionals should recognize validity through the interview process. Which one of the following is not one of the four types of validity?

- A Content validity
  - B Professional validity
  - C Predictive validity
  - D Construct validity
- 14 Toby is the HR manager for his organization which manufactures paper. His organization has plants throughout the US. Management has informed Toby that a plant in Scranton will be closing. 650 jobs will be eliminated as a result. How many days is Toby's organization required to give notice before the plant may close?
- A 30 days
  - B 60 day
  - C 90 days
  - D 120 days
- 15 What is Porter's "Five Forces" framework used for, when developing strategies?
- A To understand competitive industry factors that can shape strategy
  - B To access the strength of various competitors in one's industry
  - C To determine the cost-effectiveness of strategic initiatives
  - D To identify internal strength and weaknesses
- 16 What is the first step in initiating a human resources audit?
- A Collect benchmark data for comparison to findings
  - B Create a comprehensive audit checklist
  - C Determine the scope of the audit
  - D Identify the key HR staff for interviews and feedback
- 17 How is an organization's vision statement different from the mission statement?
- A It remains constant throughout how business is conducted
  - B It is forward looking and higher level, describing the organization's strategic direction
  - C It is a set of core principles that guides the organization's decision-making
  - D It is more specific, describing how business is conducted
- 18 Which of the following is not a focus of strategic HR?
- A High-risk planning outlook
  - B "Macro" view of the organization
  - C Transactional skills
  - D Proactive HR systems and practices
- 19 The shared values and beliefs of an organization is its
- A Social network
  - B Intellectual capital
  - C Organizational culture
  - D Ethical environment
- 20 Which if the provision that does not typically describe a flexible spending account (FSA)?

- A "Use it or lose it" – funds expire at the end of the plan year (or at the end of the grace period)
  - B Both employees and employers may contribute to the account on the employee's behalf
  - C Employees may reduce their taxable income by contributing funds to an FSA
  - D FSA enrollment is optional for employees
- 21 Factors that would be included in a SWOT analysis would include all of the following except:
- A Innovations in payroll processing technology
  - B Projected inflation rate for the next year
  - C The proportion of the available workforce who will be under age 30
  - D Potential changes in union organizing legislation
- 22 In the pre-employment screening process, the relationship between personality tests and ability tests are
- A usually considered illegal to use until after the offer is made
  - B unrelated to each other
  - C considered as part of the psychometric evaluation process
  - D both provide accurate and infallible insights into a candidate's KSA
- 23 What is the primary difference between coaching and mentoring?
- A Coaching is generally used for a specific reason-either to prepare an individual for a new challenge or to change a specific work behavior
  - B Coaching is generally conducted in a one-on-one setting
  - C Coaching is usually used in the case of pending, or as a result of a disciplinary action
  - D Coaching is more instructional with job-related training
- 24 Organizations that have specific policies about where they wish to position themselves in the labor market use a/an\_\_\_\_\_ strategy.
- A benchmarking
  - B industry
  - C quartile
  - D labor market
- 25 In an organization with a performance-oriented philosophy,
- A all employees can at least count on an annual cost-of-living adjustment to their salaries
  - B bonuses are based on what other companies in the industries are paying
  - C marginal performers tend to be satisfied with their compensation
  - D employees only get raises if their productivity has been satisfactory or better
- 26 Useful metrics have all the following characteristics except:
- A Calculations can be clearly understood
  - B Results can be compared both internally and externally
  - C The measures include subjective judgments by experts
  - D Measures are linked to strategic and operational objectives

- 27 Creed Bratton is very upset when he learns that the company is changing to a pay-for-performance system where lump-sum bonuses instead of raises will be used. The system will record the performance of each work team and reward everyone on the team equally. All of the following are likely reasons for Creed to be upset except:
- A Creed is a low to average performer on his work team
  - B Creed values team spirit and is concerned this system will induce competition among co-workers
  - C Creed is the highest individual performer on his team
  - D Creed base pay will be essentially frozen
- 28 A \_\_\_\_\_ job is one that is found in many organizations and performed by several individuals who have similar duties and require similar KSAs.
- A generic
  - B red-circled
  - C benchmark
  - D comparable
- 29 What is an ineffective approach for a supervisor to deliver feedback to a struggling employee?
- A The supervisor should make performance expectation clear
  - B The supervisor should provide specific examples of instances in which the employee had a misstep
  - C The supervisor should list each area of deficiency and how it impacts the team and/or organization
  - D The supervisor should provide some praise around the things the employee is performing well
- 30 \_\_\_\_\_ is the assessment of internal and external conditions that affect the organization.
- A Strategic planning
  - B Labor market analysis
  - C Environmental scanning
  - D Data mining
- 31 The purpose of organizational-level incentives is to \_\_\_\_\_
- A reward each employee for the performance of the entire company
  - B motivate functional competition among employees to increase total performance
  - C create an organizational culture of ethical behavior
  - D aid in recruiting individualistic and entrepreneurial employees
- 32 Accounting practices treat expenditures on human capital as:
- A Expenses
  - B Fixed costs
  - C Discretionary
  - D Capital investments

- 33 Which type of employee must be excluded from bargaining units as per the National Labor Relations Act (NLRA)?
- A Supervisors
  - B Employees who work in the private sector
  - C Part-time employees
  - D Seasonal employees
- 34 \_\_\_\_\_ is a bundle of services provided to employees who have been laid off. These services give these former employees support and assistance in finding new jobs.
- A Severance
  - B Transition support
  - C Worker retraining
  - D Outplacement
- 35 When HR is viewed negatively in an organization, the complaints are typically expressed as
- A high-level HR managers being overly focused on results rather than activities
  - B HR managers being excessively focused on their gatekeeping roles
  - C the HR function being too heavily involved in forming organizational competitive strategy
  - D HR managers viewing themselves as organizational change agent
- 36 Graceland Inc. has announced that it will give all employees a 5% merit increase this year. This increase should really be termed a/an:
- A Lump-sum increase
  - B Across-the-board increase
  - C Cost-of-living adjustment
  - D Market rate alignment
- 37 What are variable pay plans?
- A Methods of tying compensation to the Consumer Price Index (CPI) in order to keep up with inflation
  - B Incentives to meet required performance standards
  - C Additional tangible rewards given to employees for performance beyond normal expectations
  - D Compensation that increases as employees gain new job-related knowledge, skills, and abilities
- 38 Which is not considered a strategic issue within the field of HRM?
- A Mergers and acquisitions
  - B Payroll administration
  - C Talent management
  - D Diversity and inclusion
- 39 In assessing human resources technology programs, what is an example of a “best of breed” concept?
- A Performing a needs analysis internally to determine the optimal system to streamline current processes

- B Selecting an all-in-one, integrated solution with HR, payroll, performance management, and learning management capabilities
  - C Selecting an HR/payroll system that requires the least amount of customization to ensure a fast implementation and simpler future upgrades.
  - D Selecting an HR/payroll system and a separate third-party learning management system (LMS) with better features
- 40 The goal in giving pay increases to average performers should be:
- A To encourage them to leave the organization
  - B To keep their pay competitive with the labor market
  - C To achieve a compa-ratio of 100
  - D To motivate them to perform better
- 41 \_\_\_\_\_ occurs when individuals who quit, die or retire are not replaced
- A A hiring freeze
  - B Workforce depletion
  - C Attrition
  - D Voluntary separation
- 42 The primary instruments employers utilize to identify the market relationship between base pay, incentive pay and benefits are
- A wage surveys
  - B job evaluation
  - C pay analysis
  - D job descriptions
- 43 The goals to an effective employee newsletter do not include boosting:
- A Effectiveness of grapevine
  - B Company brand
  - C Operational transparency
  - D Employee retention
- 44 The ability of an organization to compete with other organizations for a sufficient supply of human resources with the appropriate capabilities is:
- A One input to the environmental scanning process
  - B Evidence of organizational efficiency
  - C Governed by the ability to offer job security
  - D An indicator of the HR function's effectiveness
- 45 Six Sigma is most focused on:
- A Manufacturing technology and its advantage
  - B Customer focused solutions
  - C Problem solving through brainstorming
  - D Quality control by the use of process improvement

- 46 What is a Performance Improvement Plan (PIP) best suited for?
- A Documentation prior to a termination action
  - B Quantifiable performance deficiencies with potential for improvement
  - C Insubordinate behavior
  - D Unionized workplace
- 47 The Fair Labor Standards Act (FLSA) mandates that most employees be paid overtime for more than 40 hours in a week unless they fall under certain criteria. Which is not an FLSA exemption?
- A Outside sales exemption
  - B Advanced engineer exception
  - C Creative professional exemption
  - D Computer employee exemption
- 48 What types of organizations are required to maintain an affirmative action program (AAP)?
- A Federal government contractors or subcontractors, as mandated by the Office of Federal Contract Compliance (OFCCP)
  - B All organizations with more than 50 employees, as mandated by the Equal Employment Opportunity Commission (EEOC)
  - C None, rather it is best practice for all organizations to remain informed of minority and female representation
  - D All federal, state and local government agencies
- 49 The \_\_\_\_\_ role of HR management has been increasingly outsourced, while the \_\_\_\_\_ role of HR management is sometimes being given to senior executives without HR experience.
- A advocate, operational
  - B operational, administrative
  - C strategic, operational
  - D administrative, strategic
- 50 Talent management includes which of the following activities?
- A Wage and salary administration
  - B Environmental scanning
  - C Job-skill training
  - D Diversity assessment and analysis
- 51 In order to identify threats and opportunities in the world outside the organization, HR managers must:
- A Conduct a competitive analysis
  - B Perform a global analysis
  - C Evaluate the external workforce
  - D Engage in environmental scanning

- 52 If the Wage and Hour Division of the U.S. Labor Department investigates an employer's files looking for violations of the FLSA, it will focus on
- A Employee time records
  - B Tax withholding records
  - C Calculation of compa-ratios
  - D Pay levels for all protected classes
- 53 In the HR context, "sustainability" is defined as
- A The development of organizational policies and procedures that allow the organization to continue to operate in foreign countries which have strict environmental regulation
  - B The requirement for organizations in polluting industries, such as manufacturers and utility companies, to reduce their impact on the environment
  - C The ability to continue to operate, survive and adjust to significant change
  - D The ability to maintain proper employee flow in, through and out of the organization
- 54 Which of the following is most associated with Hersey and Blanchard's Leadership Model?
- A Hygiene factors are important
  - B Goal setting must be collaborating
  - C Leadership is task-relevant
  - D Promotes a single best leadership style
- 55 The collective value of the capabilities, knowledge, skills, life experiences and motivation of an organizational workforce is called:
- A Total human resources
  - B The organization's talent inventory
  - C The organization's intellectual assets
  - D Human capital
- 56 Which of the following is not important to performance management?
- A Setting goals
  - B Proper orientation training
  - C On-going coaching and feedback
  - D Monitoring work objectives
- 57 Compensation and benefits managers in almost all organizations face a major and growing concern regarding the cost of
- A equalization of pay between men and women
  - B incentive pay for hourly employees
  - C health-care benefits
  - D outsourcing to lower-wage countries
- 58 \_\_\_\_\_ is the concept that the pay for all jobs requiring comparable knowledge, skills, and abilities should be similar even if actual duties and market rates differ significantly.
- A Pay equity
  - B Equal pay for equal work

- C Equality in compensation  
D Gender-neutral compensation
- 59 Which is an employer's offering designed to improve and promote health fitness?  
A American with Disability Act  
B Pre-employment physicals  
C Wellness  
D Group health insurance
- 60 \_\_\_\_\_ is the amount estimated to allow an individual to meet his/her basic needs of food, clothing and shelter.  
A The minimum wage  
B fair wage  
C An honest wage  
D The living wage
- 61 401(k) plan auto-enrollment for new hires:  
A Is a requirement of most retirement plans  
B Is not advisable from an employee relations standpoint; employees tend to feel deceived  
C Is not legal  
D Is a great strategy to boost participation and encourage financial responsibility among employees
- 62 Falcon creamery employs over 2,000 hourly workers. The HR department is debating the introduction of web-based technology to handle employment applications, employee benefit enrollments and other related functions. The move to this technology will most likely affect what role of the HR department?  
A Strategic  
B Employee advocate  
C Operational  
D Administrative
- 63 Due to an urgent need to cut costs, Preston, Inc. has decided to eliminate its quarterly off-site training conference for managers at all four of its locations with video conferencing. This reduces travel costs significantly and allows the company to lay off two training staff. This is an example of:  
A Outsourcing an organizational function  
B Organizational restructuring  
C Aligning HR activities with organizational productivity efforts  
D Re-designing work
- 64 What does Title II Genetic Information Nondiscrimination Act (GINA) prohibit?  
A Discrimination of employees or applicants based on gender identity  
B Discrimination of employees or applicants based on genetic information  
C Unauthorized sharing of protected health information

- D Discrimination of applicants based on disability status
- 65 For a profit-sharing plan to be effective, management must:
- A Be willing to disclose accurate financial and profit information to employees
  - B Increase innovative solutions to technical problems
  - C Not have high expectations of performance impact in the first year of the program
  - D Stabilize profits so that the annual payout is consistent
- 66 In which domain is workforce planning and employment a focus?
- A The employee life cycle
  - B Organizational strategy
  - C Managing performance
  - D Human resources operations
- 67 Employees who value \_\_\_\_\_ are most likely to be attracted to jobs allowing them to telecommute.
- A opportunities for early retirement
  - B work variety
  - C a fast-track promotion path
  - D flexibility
- 68 Attrition to reduce an employee surplus is most useful when:
- A Hiring programs are not affected.
  - B Turnover rates in the organization are high.
  - C Employee morale in the organization is low.
  - D The workforce reduction is needed in the short- term.
- 69 Top executives of an organization truly view the top HR executive as contributing to the strategic success of the firm when they request the HR manager to:
- A Improve the implementation of performance appraisals for supervisors
  - B Select a vendor for outsourcing benefits administration
  - C Streamline the employee selection process
  - D Evaluate potential merger candidates for organizational compatibility
- 70 Steve is a long-term exceptional performer. He has a compa-ratio of 120 and once again his performance has exceeded expectations. But, Steve only gets a raise of 3%, which is less than some of his co-workers who have less seniority and whose performance only meets expectations. Steve is incensed and waiting in your office. As director of HR, how will you explain this situation to Steve?
- A You decide to give Steve a lump-sum increase equivalent to a 10% raise. This will recognize Steve's exceptional performance without affecting his base pay.
  - B You should describe the reality of pay compression to Steve and that market rates determine what the organization can pay for a particular job no matter how well carried out.
  - C You explain that Steve's compa-ratio shows that he is at the top of his pay range and that he is already earning above the market midpoint set in his pay grade.

- D You should discipline Steve and his co-workers because employees should not discuss their pay.
- 71 To limit claims of discrimination, the corporate disciplinary process should be:
- A Standardized
  - B Swift and decisive
  - C Based on OFCCP guidelines
  - D Rigid and unyielding
- 72 The reason that cooperation between operating managers and HR staff is necessary for HR efforts to succeed is that
- A HR professionals see the “coarse-grained picture” of organizational strategy while operating managers see the “fine-grained picture” of daily production
  - B HR designs processes that the operating managers must help implement
  - C HR professionals must implement processes that have been designed by top management and which impact operating managers
  - D HR professionals must react swiftly to initiatives created by operating managers
- 73 All of the following are potential outcomes of a successful pay-for-performance plan except:
- A Aligning employee behavior with organizational business goals
  - B Improved safety records
  - C Greater predictability of employee pay
  - D Retention of high performers
- 74 An HR best practice that most directly ties individual behavior to organizational strategy is
- A talent development
  - B pay for performance
  - C stringent hiring standards
  - D flexible work arrangements
- 75 A severe storm has destroyed Dunder Mifflin’s Scranton plant. The CEO decides not to rebuild but to relocate to a southern state and must lay off all the employees at the Scranton plant. As per the WARN Act, the CEO must:
- A Not be required to provide notice or pay as this layoff is due to a natural disaster
  - B Give 60-days advance notice of the layoff
  - C Provide the employees with 60-days pay in lieu of notice
  - D Not relocate as this action could be considered double breasting under Taft Hartley
- 76 What is an advantage of hiring externally rather than from inside the organization?
- A It brings a fresh perspective and creativity to the organization
  - B It can be less expensive for recruiting efforts
  - C It causes less conflict among coworkers
  - D External candidates are likely to be more competent

- 77 Egaar Properties, Inc. is making a bid for a federal government contract to build a bridge. In that bid, the construction company must allow for \_\_\_\_\_ wages for the employees.
- A Living
  - B Prevailing
  - C Minimum
  - D Median national industry
- 78 A new hire employee refuses to join the union and pay dues within the required timeframe of the labor agreement. The employer is forced to terminate the employee. In this case, the union security agreement is best known as:
- A Union shop
  - B Agency shop
  - C Closed shop
  - D Absolute shop
- 79 An employee comes to your office one day and nervously tells you he/she has knowledge of another employ who stole an item from a customer's home. He/she doesn't want to tell you who it is until you guarantee him/her anonymity. How would you handle this?
- A Promise that his/her name will remain anonymous and the employee in question will never know who complained
  - B Explain that you can never guarantee anonymity and that he/she is obligated to give the name of the accused now that you have knowledge of these events
  - C Tell him/her that you will do your best to ensure his/her name is kept confidential, but you can't make any guarantees
  - D Explain the importance of finding the person who stole the item and that you need his/her help
- 80 According to the overtime provisions of the FLSA, all of the following are true regarding non-exempt employees except:
- A They must have their incentive pay added to their base pay used for calculating overtime
  - B They do not qualify for overtime pay if they are traveling by bus to another work location during normal work hours
  - C They must receive overtime pay if they are driving a vehicle to a meeting during regular work hours
  - D They do not receive overtime pay for training that is not directly job related even if the training is outside of regular working hours

**Answer Key | Practice Test 2**

Question	Answer
1	D
2	C
3	A
4	A
5	A
6	D
7	D
8	C
9	A
10	B
11	B
12	B
13	B
14	B
15	A
16	C
17	D
18	C
19	C
20	B

Question	Answer
21	A
22	C
23	A
24	C
25	D
26	C
27	A
28	C
29	C
30	C
31	A
32	A
33	A
34	D
35	B
36	B
37	C
38	B
39	D
40	B

Question	Answer
41	C
42	A
43	A
44	D
45	D
46	B
47	B
48	A
49	D
50	C
51	D
52	A
53	C
54	C
55	D
56	B
57	C
58	A
59	C
60	D

Question	Answer
61	D
62	D
63	D
64	B
65	A
66	D
67	D
68	D
69	D
70	C
71	A
72	B
73	C
74	B
75	C
76	A
77	D
78	A
79	A
80	D



<https://thegreygym.com>



<https://youtube.com/c/TheGreyGym>



<https://www.linkedin.com/company/the-grey-gym/>

- 1 An Aviation simulator company (GRE) has been concentrating on coaching and developing its employees. The manager of the finance department adjusts his leadership style to what is necessary for each employee, depending on the employee's level of job development and maturity. The manager of the business development department does not change his leadership style, rather changes the factors surrounding a situation to manage the business development department employees. Which leadership style is the finance department manager following?

  - A Blake-Mouton' managerial theory
  - B Hersey-Blanchard's situational theory
  - C Fiedler's contingency theory
  - D Herzberg's motivational theory
  
- 2 An Aviation simulator company (GRE) has been concentrating on coaching and developing its employees. The manager of the finance department adjusts his leadership style to what is necessary for each employee, depending on the employee's level of job development and maturity. The manager of the business development department does not change his leadership style, rather changes the factors surrounding a situation to manage the business development department employees. Which theory is the business development manager displaying?

  - A Transformational leadership theory
  - B Blake-Mouton's managerial theory
  - C Fiedler's contingency theory
  - D Hersey-Blanchard's situational theory
  
- 3 Sky an employee of Supreme Electrics disagrees with management's application of the collective bargaining agreement – specifically related to a supervisory practice. She thinks that male employees, on average, have better shifts and working assignments than female employees. The collective bargaining agreement is current. In fact, Supreme Electrics joined forces with another firm in negotiating the agreement with the union. To investigate the process and attempt to resolve the problem, what should the employee do?

  - A File a grievance.
  - B Organize strike-like behaviors.
  - C Ask for a mediator.
  - D Submit the claim through formal channels as dictated by the bargaining agreement.
  
- 4 Sky an employee of Supreme Electrics disagrees with management's application of the collective bargaining agreement – specifically related to a supervisory practice. She thinks that male employees, on average, have better shifts and working assignments than female employees. The collective bargaining agreement is current. In fact, Supreme Electrics joined forces with another firm in negotiating the agreement with the union. What collective bargaining pattern exists in the situation at Supreme Electrics?

  - A Separate
  - B Parallel
  - C Coalition
  - D Coordinated

- 5 Sky an employee of Supreme Electrics disagrees with management's application of the collective bargaining agreement – specifically related to a supervisory practice. She thinks that male employees, on average, have better shifts and working assignments than female employees. The collective bargaining agreement is current. In fact, Supreme Electrics joined forces with another firm in negotiating the agreement with the union. Which of the following actions should the HRBP NOT take to assist Supreme Electrics in the grievance process?
- A Document all grievance meetings.
  - B Examine prior grievance records
  - C Visit the work area related to the grievance
  - D Admit to the binding if the Supreme Electrics is wrong
- 6 Dempsey Manufacturing employs about 15,000 people and has been in business since 1948. In the early days, a closed shop agreement was enforced for machine operators. In the late 1950's, legislation gave union members a bill of rights and union officials were required to report certain financial transactions. In the last decade, newly-hired machine operators have been reluctant to join the union. In fact, 60% have opted not to do so. Some have chosen to contribute to a charity in lieu of paying dues. Who should represent the new hires at Dempsey?
- A The Federal mediation and Conciliation Service.
  - B They represent themselves.
  - C No union representation is available to them.
  - D The machine operators' bargaining unit will represent them.
- 7 Dempsey Manufacturing employs about 15,000 people and has been in business since 1948. In the early days, a closed shop agreement was enforced for machine operators. In the late 1950's, legislation gave union members a bill of rights and union officials were required to report certain financial transactions. In the last decade, newly-hired machine operators have been reluctant to join the union. In fact, 60% have opted not to do so. Some have chosen to contribute to a charity in lieu of paying dues. Dempsey Manufacturing employs about 15,000 people and has been in business since 1948. In the early days, a closed shop agreement was enforced for machine operators. In the late 1950's, legislation gave union members a bill of rights and union officials were required to report certain financial transactions. In the last decade, newly-hired machine operators have been reluctant to join the union. In fact, 60% have opted not to do so. Some have chosen to contribute to a charity in lieu of paying dues. Which of the following legislation is being described in the Dempsey's case?
- A The Wagner Act
  - B The Labor-Management Reporting and Disclosure Act
  - C The Norris-LaGuardia Act
  - D The Glass-Steagall Act
- 8 Harvey Dundee manufacturing facility purchases new equipment so that it can increase productivity. Employees are trained on the new equipment. In anticipation of the increased productivity, the piece-rate standards for the workers are increased. However, the operations

- manager has noticed that the volume and quality of its products has actually declined. What is the FIRST thing the operations manager on Harvey Dundee should do?
- A Talk to employees about the situation
  - B Return to the original compensation plan
  - C Send employees to refresher training
  - D Lower the expected production volume
- 9 Harvey Dundee manufacturing facility purchases new equipment so that it can increase productivity. Employees are trained on the new equipment. In anticipation of the increased productivity, the piece-rate standards for the workers are increased. However, the operations manager has noticed that the volume and quality of its products has actually declined. The manager determines that the decline is a result of both the new equipment and the compensation policy. Because some of the employees are not yet proficient on the equipment, they believe that the higher productivity goals are not achievable. What is the next thing the manager should do?
- A Reinstate the original compensation plan
  - B Provide a breather period before instituting the new compensation incentives
  - C Threaten to reprimand all workers who are falling below standards
  - D Provide retraining and coaching for all workers who are below standard
- 10 Harvey Dundee manufacturing facility purchases new equipment so that it can increase productivity. Employees are trained on the new equipment. In anticipation of the increased productivity, the piece-rate standards for the workers are increased. However, the operations manager has noticed that the volume and quality of its products has actually declined. The attitude that the employees are exhibiting can be explained by:
- A Theory X and Theory Y
  - B Vroom's expectancy theory
  - C Equity theory
  - D Maslow's hierarchy of needs theory
- 11 Gloria, the Senior Manager of HR for Global Alliances Inc., is in the process of learning the employment-related laws and regulations of the European Union so that she knows how staffing, training, compensation, health and safety, and labor relations practices at Global Alliances Inc. must be adapted when the company opens a new plant in the EU next year. Global Alliances Inc. is about to become:
- A A multi-national enterprise
  - B An importer-exporter to the EU
  - C A global organization
  - D An expatriate firm
- 12 Greg, the Vice President of HR for a software development firm, has noticed a high level of turnover by key programmers. In his investigation, he has found that they are moving to competing organizations for similar pay and benefits. Greg should:
- A Increase the number of engineers hired to offset the high turnover rate
  - B Investigate how key engineers view the firm's culture

- C Implement higher pay and benefits for key engineers
  - D Be more careful to hire engineers with a stable employment history
- 13 The total cost of people per unit of output measures this aspect of the workforce.
- A Productivity
  - B Profitability
  - C Effectiveness
  - D Efficiency
- 14 Which of the following organizational events would not affect HR planning?
- A Technological changes in the manufacturing process
  - B Changing the accounting software used by the company
  - C Opening a branch office in Johannesburg, South Africa
  - D The declining quality of the community's schools
- 15 Useful metrics have all of the following characteristics except:
- A Measures are linked to strategic and operational objectives
  - B Results can be compared both internally and externally
  - C Measures provide subjective data
  - D Calculations can be clearly understood
- 16 Which of the following describes the difference between a committee and a taskforce?
- A A committee has an ongoing charter; a taskforce is temporary
  - B A committee is temporary and works outside of usual organizational boundaries; a taskforce is a permanent group dedicated to a specific task
  - C Committee membership is voluntary, and committee members keep their normal jobs; taskforce members are appointed and are relieved of normal job duties
  - D A committee is made up of employees from the same functional area; a taskforce is cross functional
- 17 This occurs when individuals who quit, die, or retire are not replaced.
- A Downsizing
  - B A buyout
  - C A hiring freeze
  - D Attrition
- 18 Rudy speaks German, English, and Spanish fluently. He has lived and worked in both Germany and France and has an MBA from a prestigious U.S. university. Rudy's friends describe him as "incredibly cosmopolitan" and a person who "blends in like a native wherever he is." Rudy would be a good candidate for a company looking to build its international business as he probably has:
- A An entrepreneurial tendency
  - B An extroverted personality
  - C A Euro-centric focus
  - D A global mindset

- 19 A restaurant chain is experiencing low profitability, and it is looking into ways to cut costs. One of the members of the executive committee suggests reducing the number of customer service managers since they are the most highly paid of the restaurant employees. As the director of HR, you raise the question of whether this move would be:
- A Effective in the long run
  - B Efficient in the short run
  - C Profitable in the short run
  - D Ethical
- 20 All of the following are examples of HR metrics except the:
- A Retention rate of legal secretaries
  - B Days needed to fill for closed requisitions
  - C Unemployment levels in the metropolitan area
  - D Average time to fill loan officer positions
- 21 The ability of an organization to compete with other organizations for a sufficient supply of human resources with the appropriate capabilities is:
- A One input to the environmental scanning process
  - B Governed by EEO regulations
  - C One measure of organizational effectiveness
  - D Governed by the ability to offer job security
- 22 Universal, Inc. “builds” its own human resources to fit its specialized needs. It takes years to train employees with the specific skills that the company needs to pursue its organizational strategy. What type of organizational strategy is Universal probably utilizing?
- A Entrepreneurial
  - B Global
  - C Differentiation
  - D Cost-leadership
- 23 This is a formal research effort that evaluates the current state of HR management in an organization.
- A HR audit
  - B ROI calculation
  - C Utility analysis
  - D EVA assessment
- 24 Which of the following statements is true regarding forecasting methods?
- A Research has shown that mathematical models are inadequate for HR forecasting
  - B Forecasting is a combination of quantitative methods and subjective judgment
  - C Subjective judgment has no place in modern HR forecasting
  - D Complex computer simulations are the best quantitative forecasting models available
- 25 Beyond the upfront costs, volunteer separation programs often have the following drawback.

- A The enhancement of the paternalistic culture of the organization leads employees to feel a sense of entitlement
  - B Some people who take advantage of the program are employees the company wishes they could retain
  - C The method is viewed as less humane than layoffs with severance pay
  - D There is significant loss of morale by “survivors,” which affects turnover and productivity
- 26 As Vice President of HR for a large regional furniture dealership store with 10 locations, Michael must calculate the potential return on investment (ROI) of implementing a new training program to improve furniture salespersons’ effectiveness in convincing new customers to finance furniture through the dealership. In order to calculate the ROI of the new training program, he needs to collect all of the following data except:
- A The costs of running updated seminars on the new methods for salespersons for one year following the initial training
  - B The cost of developing and implementing the new training program
  - C The cost of alternative productivity enhancing training programs for furniture salespersons
  - D The dollar value of potential additional new furniture financing through the dealership in the year after the training
- 27 It is within the employer’s rights to do which of the following?
- A Take pictures of employees going to and from union meetings
  - B Question employees about union membership or activities
  - C Provide preferential treatment to one of several unions trying to organize employees
  - D Point out a union’s strike history and the economic consequences of a strike
- 28 Tax credits for employee day care and financial aid for education may affect:
- A An expanding array of government rules
  - B Job security
  - C Employer practices in recruiting and retaining workers
  - D Retirement patterns
- 29 COBRA is a lifeline for employees who have been laid off because:
- A It continues the employee’s medical benefits at the same cost as to the employee for up to 18 months
  - B It transfers the employee’s medical benefits from the employee’s individual policy to a group policy for a discounted fee for up to 18 months
  - C It continues the employee’s medical benefits if the employee pays the premium for up to 18 months
  - D It allows employees to have medical benefits through Medicaid for up to 18 months with no fee
- 30 What approach to assessing HR effectiveness compares specific measures of performance against data on those measures in other organizations?
- A Benchmarking
  - B ROI

- C The balanced scorecard
  - D EVA
- 31 In order for an organizational strategy to work, the HR strategy must:
- A Align with the “one best way” to achieve worker productivity
  - B Move beyond the traditional HR focus on effectiveness and efficiency
  - C Generate the right people in the right place at the right time
  - D Develop the needed human competencies in the organization’s existing workforce
- 32 In order to add value to the human capital of the organization:
- A HR must have good metrics for the HR side of the business
  - B HR managers must be focused on reducing the total cost of labor
  - C The HR function must form the interface between the external environment of the organization and its internal environment
  - D HR policies and practices should result in a workforce with the minimum quantity and maximum quality needed to achieve productivity goals
- 33 After the EEOC investigates a complaint and finds that the alleged discrimination occurred, its next step is to:
- A Sue the employer in federal court
  - B Issue a right-to-sue letter to the complaining employee
  - C Offer mediation of the dispute to the two parties
  - D Pass judgment and issue a fine against the employer
- 34 An HR professional must learn and understand the business supported to successfully participate in the strategic planning process. What is the first thing that should be thoroughly analyzed to gain an understanding of the business?
- A The organization’s strategic plan
  - B The organization’s training plan
  - C The organization’s environment
  - D The organization’s marketing plan
- 35 How is an organization’s vision statement different from the mission statement?
- A It is a set of core principles that guides the organization’s decision-making
  - B It remains constant throughout the organization’s life cycle
  - C It is forward looking and higher level, describing the organization’s strategic direction
  - D It is more specific, describing how business is conducted
- 36 A union-free, high-tech manufacturing company is interested in gaining ongoing information about its employees’ views regarding organizational effectiveness. If possible, they want to benchmark their employees’ attitudes against those of employees in similar organizations. The most effective way for the company to gather information for these purposes would be:
- A Skip-level interviews
  - B Departmental communications meetings
  - C An employee representative system

- D Surveys
- 37 Environmental scanning should be used to:
- A Identify appropriate group performance incentive strategies
  - B Evaluate internal and external conditions affecting job satisfaction and union membership
  - C Identify local, national, and global competitive pressures that could influence the organization's strategy
  - D Obtain an overall view of the advantages and disadvantages of developing workforce training internally
- 38 Most companies contemplating offshoring are motivated by the idea that this will reduce costs. In many cases, the results of global offshoring are only marginally successful due to underestimated HR-related organizational impact and costs. The most frequently hidden or unexpected HR-related costs are related to:
- A Regulatory issues
  - B Legal challenges
  - C Talent management
  - D Cultural and communication differences
- 39 During the strategy formulation stage of strategic planning, an organization has published the following statement: "We are the number one bioengineering company in the world producing biogenetic material for the education and research community." This is an example of what kind of statement?
- A Values
  - B Mission
  - C Vision
  - D Business
- 40 Which of the following could be an exception to the employment-at-will concept?
- A An employee is fired for engaging in misconduct
  - B An interviewer tells a job applicant that she will be promoted in one year
  - C An employer and an employee agree to sever the employment relationship
  - D An employer terminates an employee who does not have an employment contract
- 41 A manager uses his skill with people to smooth over problems and make his employees feel secure in their positions. However, sometimes people take advantage of this and aren't very productive. According to Blake- Mouton's leadership theory, this manager's leadership style is referred to as:
- A Low task, low people
  - B Low task, high people
  - C High task, low people
  - D High task, high people

- 42 An organization wants to introduce a telecommuting policy to reduce some of the employees' commuting time and costs. Which of the following is the most serious potential drawback to the program?
- A Need for regular office visits
  - B Protection of confidential information
  - C Loss of workers' compensation coverage
  - D Retraining of company managers
- 43 Which of the following describes what is important to an organization and serves to guide behavior?
- A Values
  - B Strategy
  - C Mission
  - D Goals
- 44 Which of the following is not one of the three spheres of sustainability?
- A Environment
  - B Social
  - C Economic
  - D Recycle
- 45 The Learning and Development Specialist just hit the record button on a harassment webinar that she plans on dispersing to the remote work locations next month. Where is the specialist in the ADDIE model?
- A Needs assessment
  - B Design
  - C Implement
  - D Development
- 46 Where sustainability becomes an engine of innovation and a way to identify business opportunities to generate new products, processes, markets, and business models:
- A Business interests
  - B Sweet spot
  - C Public interests
  - D Strategic sustainability
- 47 Based on the upstream/downstream metaphor for resolving the standardization/localization dilemma, which of the following activities is more likely to be driven by a global corporation?
- A Appraisal method
  - B Goal setting
  - C Mentoring program
  - D Compensation and benefits
- 48 The most effective corporate citizenship program is one that \_\_\_\_\_.

- A is tied to the company's strategic plan
  - B requires involvement of less-senior employees
  - C has no relationship to the company's bottom line
  - D creates visibility for the company
- 49 What is the mean of 9 3 7 2 7 8 7 7 4 6 ?
- A 1
  - B 5
  - C 6
  - D 9
- 50 What is the mode of 9 3 7 2 7 8 7 7 4 6 ?
- A 3
  - B 7
  - C 6
  - D 2
- 51 What is the median of 9 3 7 2 7 8 7 7 4 6 ?
- A 8
  - B 3
  - C 6
  - D 7
- 52 A project manager would be more inclined to use a PERT chart rather than a Gantt chart when the manager needs to:
- A Assign particular tasks to team members
  - B Monitor the exact time that each step of the project takes
  - C Plan the details of the project
  - D Show the critical path of a project
- 53 The change process goes more smoothly when:
- A Senior management announces changes to the employees
  - B Employees have input into change alternatives
  - C HR is responsible for the change initiative
  - D Change is critical to the organization's survival
- 54 An employee who designs and develops sales training programs reports to both the executive vice president of sales and the vice president of human resources. This is an example of which type of organizational structure?
- A Functional
  - B Matrix
  - C Divisional
  - D Task
- 55 A short-term objective is usually completed within:

- A 1 month.
  - B 6 months to 1 year.
  - C 1 to 2 years.
  - D 3 to 5 years.
- 56 Which of the following takes both an internal and external snapshot of the organization?
- A SWOT analysis
  - B Environmental scan
  - C Human resources audit
  - D Human resources inventory
- 57 Common law is based on:
- A EEOC directives
  - B Congressional legislation
  - C Torts
  - D Court decisions
- 58 Which of the following factors is considered in an environmental scan?
- A Business strategy
  - B Competition
  - C Replacement charts
  - D Turnover analysis
- 59 Which is a framework for helping employees develop their personal and organizational KSA's?
- A MBO
  - B HRD
  - C HRIS
  - D HRM
- 60 A company is restructuring its compensation strategy to develop a viable pay-for-performance system. Which of the following will be an important part of making that strategy succeed?
- A Make certain that managers and supervisors understand what motivates employees and what doesn't
  - B Ensure that employees feel secure and free from threats and that their jobs have some order or predictability
  - C Ensure that employees perceive that the ratio of their outcomes to inputs and the ratio of others' outcomes to inputs are equal
  - D Make certain that managers and supervisors set moderately difficult but potentially achievable goals
- 61 What type of learners acquire knowledge most effectively through a hands-on approach?
- A Kinesthetic learners
  - B Synthesis learners
  - C Visual learners
  - D Auditory learners

- 62 The ideal self-directed work team member \_\_\_\_\_
- A is selected primarily using the interview method
  - B is on a development track within the organization
  - C commits, cooperates, communicates and contributes
  - D shows concern for the organization, does what she/he is told and always attends team briefings
- 63 Decentralization works best in organizations where \_\_\_\_\_
- A A uniform policy is important
  - B contracts are negotiated with outside agents
  - C a quick response to problems is desired
  - D employees do not want additional responsibility
- 64 What financial document lists the revenues, expenses and profits of an organization for a designated period of time?
- A Cash Flow Statement
  - B Income Statement
  - C Balance Sheet
  - D Accounting entries
- 65 Organizational culture is important because it:
- A Encourages system instability
  - B Shapes behavior by helping members make sense of their surroundings
  - C Facilitates anonymity within the organization
  - D Creates a rigid and inflexible work environment
- 66 A company that increases recruitment and selection efforts to staff new positions is in which phase of organizational development?
- A Introduction
  - B Decline
  - C Maturity
  - D Growth
- 67 When an employer has engaged in double breasting, they \_\_\_\_\_
- A have negotiated a CBA with a zipper clause
  - B join with other employers to negotiate a joint CBA with only one union
  - C run two mirror operations with only one that is unionized
  - D believe the union has lost majority status and refused to bargain
- 68 The most common reason organizations engage in system wide change initiatives is \_\_\_\_\_
- A proactive measures to lead the market
  - B cost benefit metrics
  - C customer demands

- D to improve the company
- 69 Chain of command refers to the \_\_\_\_\_
- A number of individuals who report to a supervisor
  - B extent to which policies and procedures govern the rules of the organization
  - C line of authority within an organization
  - D balance between standardization and localization
- 70 Ethical behavior can be established by:
- A Printing corporate guidelines in a memo from HR
  - B Following a process that begins with stating corporate values and ends with encouraging open discussion about controversial issues
  - C Following a process that starts with top management support
  - D Publishing a list of ethical do's and don'ts for employees to follow
- 71 What is the most important prerequisite to the successful implementation of an employee involvement system?
- A Creating budgetary guidelines
  - B Employee training
  - C Culture change
  - D Management training
- 72 What is the primary benefit of appointing a chief ethics officer?
- A Other managers in the organization do not have to handle ethical issues
  - B It reduces the number of employee complaints and dispute resolution sessions
  - C Legal counsel does not need to be consulted on ethical issues
  - D It allows for consistent communication of values and standards to the organization
- 73 If the correlation coefficient between two numbers is +1, it means that as the value of one variable increases, the value of the other:
- A Increases
  - B Decreases
  - C Stays the same
  - D Cannot be predicted
- 74 What is the most critical step in setting up an HRIS?
- A Defining objectives
  - B Analyzing needs
  - C Selecting a system
  - D Training staff
- 75 The Phone Banking Manager surveys six unionized phone banking executives as to their opinion of eliminating the weekend cover shift. Afterwards, the manager meets with the employees and announces that their feedback is to eliminate the shift and he will follow their recommendations. The HRBP hears of this and is immediately most concerned with:

- A A violation of the existing CBA
  - B The ending of weekend coverage and its effect on production needs
  - C An unfair labor practice charge for bypassing the union representative
  - D The precedent this sets for future staffing planning
- 76 Which of the following is the first step in the outsourcing process?
- A Define the budget
  - B Outline the implementation process
  - C Create a request for proposal
  - D Conduct a needs analysis
- 77 Strategic planning starts with an organization's:
- A Mission statement
  - B Environmental scan
  - C Human resources inventory
  - D Needs assessment
- 78 Negative reinforcement might occur when an employee \_\_\_\_\_
- A receives a bonus for recruiting a new employee
  - B is suspended for excessive absenteeism
  - C is ignored when arriving late to a meeting
  - D is demoted during a company downsizing
- 79 Excerpt Inc. completed its first phase of diversity awareness training. HR has been asked to evaluate the training to identify any barriers to diversity initiatives and determine future training and support. Which research methodology would yield the best results?
- A Using statistical measures of association
  - B Running true experiments with experimental and control groups
  - C Gathering qualitative and quantitative information from training participants
  - D Interviewing training participants to discuss their reactions to the training
- 80 In developing an international HR program, which factor is most critical to the success of an expatriate assignment in a foreign country?
- A Equalizing negative tax consequences
  - B Adaptation of spouse and family to a foreign country
  - C Providing for security of expatriate and family
  - D Readjustment training upon repatriation

**Answer Key | Practice Test 3**

Question	Answer
1	B
2	C
3	A
4	C
5	D
6	D
7	B
8	A
9	D
10	B
11	A
12	B
13	A
14	B
15	C
16	A
17	D
18	D
19	A
20	C

Question	Answer
21	C
22	C
23	A
24	B
25	A
26	C
27	D
28	D
29	C
30	A
31	C
32	A
33	C
34	A
35	C
36	D
37	C
38	D
39	B
40	B

Question	Answer
41	B
42	B
43	A
44	D
45	D
46	B
47	B
48	A
49	C
50	B
51	D
52	D
53	B
54	B
55	B
56	A
57	D
58	B
59	B
60	C

Question	Answer
61	A
62	C
63	C
64	B
65	B
66	D
67	C
68	D
69	C
70	B
71	B
72	A
73	A
74	B
75	C
76	D
77	A
78	C
79	C
80	B



<https://thegreygym.com>



<https://youtube.com/c/TheGreyGym>



<https://www.linkedin.com/company/the-grey-gym/>

- 1 Do heterogeneous teams generally outperform homogeneous teams?
  - A Yes, but only if they are well managed
  - B No, they are too difficult to manage and coordinate
  - C No, there are too many different perspectives
  - D Yes, they get off to a faster start and maintain an advantage
  
- 2 Which of the following is a compensable factor?
  - A Benefits
  - B Skills
  - C Exempt Status
  - D Seniority
  
- 3 Which of the following is an example of lobbying?
  - A A lawmaker attempts to talk a bill to death by filibustering
  - B An environmental organization drafts a bill and attempts to find a sponsor
  - C A committee chairman instructs his staff to prepare a written report on a bill
  - D A computer keyboard manufacturer attempts to influence the passage of new ergonomics standards
  
- 4 To be effective, company goals must:
  - A Inspire a shared vision
  - B Be specific and measurable
  - C Encompass materials supplier to end use
  - D Demonstrate action and innovation
  
- 5 Which of the following describes an example of an alternative work schedule?
  - A Job-sharing
  - B Self-directed work teams
  - C Job rotation
  - D Task forces
  
- 6 Third-country nationals are the people who:
  - A Are from third-world, less developed countries
  - B Are in the process of changing their citizenship
  - C Have dual citizenship in host and home countries
  - D Are not citizens of either host or home country
  
- 7 Which is a legal example of a BFOQ's?
  - A Heavy equipment operators must be male
  - B Mandatory retirement age for bus drivers
  - C Firefighters must be over 21 years of age
  - D Hardware store cashier must be male
  
- 8 Which of the following is true of a balance sheet?
  - A It includes transactions without a definite monetary value

- B It indicates the net income of the company  
C It summarizes an organization's assets, liabilities and equity  
D It measures the difference between the cost to produce a product and the price for which it is sold
- 9 What is an example of implicit culture?  
A Communication style  
B Food  
C Values  
D Language
- 10 Ethan earns \$8.00 an hour. Works 50 hours and receives a productivity bonus of \$100.00. What is Ethan's total weekly earnings?  
A \$540.00  
B \$565.00  
C \$500.00  
D \$555.00
- 11 When is knowledge management most productive?  
A When the organization implements change and commits to employee development  
B When it focuses on acquiring knowledge from outside sources and solving problems  
C When it develops new procedures and create organizational policies  
D When it focuses on sharing organizational learning and reducing knowledge loss
- 12 An organizational effectiveness and development initiative focuses on several departments that are expanding or facing future challenges. What type of OED interventions is this?  
A Team  
B Individual  
C Organizational  
D Local
- 13 You are an expatriate manager in a developing country and are having difficulty with timely shipments to the US. Local nationals explain that customs officials will expedite shipments if they are given cash payments. Your company has a policy against offe  
A Adhere to the company's policies and look for other solutions to the problem  
B Adhere to local practice and offer cash payments to the customs officials  
C Have a local national handle all shipping arrangements  
D Ask the company for special dispensation from corporate policies
- 14 Leadership theories that look at personal characteristics and attributes of the leader are:  
A Behavioral theories  
B Trait theories  
C Situational theories  
D Contingency theories

- 15 Which of the following measures of association measures the relationship between two variables?
- A Range
  - B Regression
  - C Correlation
  - D Deviation
- 16 Which of the following is typically part of an environmental scan?
- A Analysis of the organization's labor contract
  - B Analysis of minority employees within the organization
  - C Review of internal salary survey data
  - D Analysis of unemployment rates
- 17 How might an organization use a human resource skills inventory?
- A To evaluate the conditions within a company affecting strategic planning
  - B To obtain a listing of factors to be analyzed through environmental scanning
  - C To analyze current staffing to determine talent within the organization
  - D To enhance the organization's affirmation action report
- 18 Becker will not receive his employer's contribution to his pension plan until he has worked for the company for 5 years. This is what type of vesting?
- A Cliff Vesting
  - B Graded Vesting
  - C Participant Vesting
  - D Sporadic Vesting
- 19 In labor relation, the peer-review panel procedure is a function of:
- A Promissory estoppel
  - B Harassment resolution
  - C Conflict resolution
  - D Union organization
- 20 Which of the following might be considered a BFOQ?
- A The lifting requirements for dock workers are heavier than women can handle
  - B An employer looks for an attractive woman with a pleasant phone voice as the company's upfront receptionist
  - C A police department seeks black recruits to patrol inner city areas
  - D An advertising agency runs a newspaper ad seeking teenage female models
- 21 With regard to US firms operating internationally, the Civil Rights Act of 1991 states
- A that if customs or cultural conditions of a foreign county conflict with US EEO laws, the US laws do not apply
  - B that Title VII does not cover US employees working abroad for US firms

- C that if laws in a foreign country require actions in conflict with US EEO laws, the foreign laws will apply
- D that US firms operating internationally should ignore all foreign EEO laws
- 22 A voluntary resolution practice used by the EEOC for resolving charges of discrimination is:
- A Witness Interviews
- B Mediation
- C Litigation
- D Constructive discharge
- 23 The first step in the process for an election to bring in a union is:
- A petition filing
- B decertification
- C authorizing
- D union organizing
- 24 What is the difference between direct and indirect compensation?
- A Direct compensation refers to taxable wages and benefits; indirect compensation refers to nontaxable wages and benefits
- B Direct compensation refers to pay systems; indirect compensation refers to benefits
- C Direct compensation refers to voluntary wages and benefits; indirect compensation refers to government- mandated wages and benefits
- D Direct compensation refers to wages paid to the employee on a regular basis; indirect compensation refers to employer contributions to a 401(k) account
- 25 Gracy, the director of compensation, wishes to estimate the administrative costs of the current benefits program, in order to use the information to evaluate new administrative methods. One of the calculations Gracy would calculate is
- A benefits usage per full time equivalent employee
- B the multiyear pattern of benefits as a percentage of payroll
- C HR staff time spent on benefits issues multiplied by their pay
- D benefits costs by employee group
- 26 A comprehensive audit of all current jobs provides a basis for \_\_\_\_\_
- A the effectiveness and efficiency of the company's human resources
- B an analysis of the capabilities of the company's workforce
- C forecasting which jobs will need to be done in the future
- D human capital accounting
- 27 Riley is to calculate the turnover rate in the Sear Infrastructures. The number of employees that have left are 500 while the total number of employees are 1,500. What is the turnover rate for Bear Technologies?
- A 45 percent
- B 25 percent
- C 33.3 percent

- D 83.3 percent
- 28 What occurs when the individual's work performance or psychological well-being is unreasonably affected by intimidating or offensive working conditions?
- A Sexual victimization
  - B Hostile environment harassment
  - C Bona fide sexual harassment
  - D Quid pro quo harassment
- 29 The CEO of a pre-IPO Internet services provider has determined that the organization has a poor morale issue just prior to achieving its goal of going public. The CEO reaches out to the employees and is successful in getting them to join together for the
- A Transactional leader
  - B Transformational leader
  - C Task manager
  - D Country club manager
- 30 The Labor Management Relations Act (LMRA) is also known as:
- A Taft-Hartley Act
  - B Wagner Act
  - C Norris-LaGuardia Act
  - D Landrum-Griffith Act
- 31 What is an example of implicit culture?
- A Language
  - B Food
  - C Values
  - D Clothing
- 32 When is knowledge management most productive?
- A When it focuses on sharing organizational learning and reducing knowledge loss
  - B When it develops new processes and creates functional polies
  - C When it focuses on acquiring knowledge from outside sources and solving problems
  - D When the organization implements change and commits to supervisor development
- 33 What policy encourages employees to speak to management first regarding suggestions or complaints?
- A Formal steps
  - B Equal opportunity
  - C Open door
  - D Progressive communication
- 34 The new Senior HRBP decides to create a shared services center for career development. Months later, the HR Manager notices an increase in turnover for the HR offices throughout the organization. What is the most likely reason for the increase in turnover

- A Natural elimination of redundant position
  - B Weak organizational communication
  - C Poor management of the extended effects of the organizational change
  - D Strategic workforce management
- 35 What approach is most characteristic of succession planning?
- A Local requirements are given the highest priority
  - B It focuses on long-term global issues
  - C It begins when an executive resigns
  - D It focuses on short term of approximately one to 6 months
- 36 When conducting a strengths, weakness, opportunities and threats (SWOT) analysis, what portion may be accomplished by a political, economic, social and technological (PEST) analysis?
- A Weaknesses and threats
  - B Strengths and weaknesses
  - C Strengths and opportunities
  - D Opportunities and threats
- 37 If an employee requests a day off, citing a religious holiday that he/she wishes to observe, is the employer obligated to grant the request?
- A The employer should if the employee has enough vacation time or paid time off
  - B If it is not a company-observed holiday, the employer is not required to allow the day off
  - C The employer should grant the request if it does not present undue hardship
  - D To avoid claims of discrimination, an employer should allow the request no matter the circumstances
- 38 Which is the provision that does not typically describe a health savings account (HSA)?
- A "Use it or lose it"—funds expire at the end of the plan year
  - B Both employees and employers may contribute to the account on the employee's behalf
  - C Employees may reduce their taxable income by contributing funds to an HSA
  - D HSA funds are portable—if an employee leaves the organization, he/she can take the funds
- 39 To meet eligibility for Family and Medical Leave Act (FMLA)-protected leave, an employee and employer must meet specified criteria. Which criterion is NOT an FMLA qualifier?
- A The employee must have worked for the employer for at least 12 months
  - B The employee must have worked at least 1250 hours in the past 12 months
  - C The employer must employ at least 50 employees within a 75-mile radius
  - D The employee must give the employer at least 30 days' notice of an upcoming leave
- 40 When presented with a harassment complaint from an employee, which statement should human resources avoid saying to the victim?
- A "Thank you for bringing this to our attention; however, this does not sound like harassing behavior"
  - B "Please keep any investigation details confidential"

- C “We do not tolerate retaliation”  
D “The information you’re giving me today is completely confidential”
- 41 The expectancy theory of motivation explains that an individual’s choice is driven by \_\_\_\_\_  
A an intrinsic desire for personal growth  
B the desire to avoid the alternative  
C how desirable the outcome is  
D the essential needs of the individual
- 42 What document legally authorizes a person to take employment in another country?  
A Nonimmigrant visa  
B Work permit  
C Resident permit  
D Immigrant visa
- 43 What does an effective pre- and post-test training assessment measure?  
A Changes in knowledge before and after training  
B Overall satisfaction of employees  
C Effect of training on organizational goals  
D Time needed to improve performance
- 44 What is the primary reason for developing workforce diversity programs?  
A To enhance productivity  
B To avoid lawsuits  
C To develop language capabilities  
D To improve basic skills
- 45 What is the primary advantage of a balanced scorecard approach to measuring organizational performance?  
A It takes less time and effort to gather critical data  
B It allows organizations to assess intangibles  
C It does not require a financial perspective  
D It requires the involvement of the entire organization
- 46 Which of the following have been shown to hinder the communication process?  
A Attribution  
B Ethnocentrism  
C Motivation  
D Technology
- 47 What approach is most characteristic of succession planning?  
A Local requirements are given the highest priority  
B It is initiated as soon as it is clear that a senior executive is leaving  
C It focuses on long-term global issues

- D It focuses on issues likely to occur in the short term
- 48 When an individual becomes a member of an organization, he/she establishes a contract with the organization known as:
- A Appreciative inquiry
  - B A psychological contract
  - C A content contract
  - D A learning community
- 49 What is one of the problems associated with advances in technology?
- A Organizational efficiency
  - B Flexibility
  - C High level of coordination
  - D Information overload
- 50 What is the most important goal for a manager who is providing performance feedback to an under-performing employee with upside potential?
- A To avoid harming the employee's motivation and self esteem
  - B Make it clear that questions are welcomed
  - C To maintain a positive relationship
  - D To be direct, objective and precise about the employee's behavior
- 51 A large burger company states that its five-year plan is to expand its distribution system through the acquisition of new stores. This statement is an example of which of the following?
- A A tactical plan
  - B An organizational analysis plan
  - C A strategic business plan
  - D A mission statement
- 52 Measuring the degree of association that exists between two or more variables is the purpose of:
- A Correlation analysis
  - B Discriminant analysis
  - C Time series analysis
  - D Linear programming
- 53 After a merger, which is the least strategic issue the HR Manager usually focuses on?
- A Key employee retention
  - B Standardization
  - C Compatibility of cultures
  - D Staffing levels needed
- 54 Greater attention is generally given and more pressure is applied for achieving goals that are:
- A Long range
  - B Subjective

- C Quantified
  - D General in nature
- 55 In order to become a strategic partner, what is the most important action the HR professional must take?
- A Use statistics to measure HR's performance
  - B Be viewed as an HR subject matter expert
  - C Become knowledgeably involved in the business
  - D Serve on a cross functional team
- 56 Securing information about the political, social and economic forces that affect the organization is called:
- A Forecasting
  - B Human resource analysis
  - C Environmental scanning
  - D Accountability
- 57 According to the McClelland's Needs theory, a person who strongly desires concrete feedback on performance must likely be dominated by which type of need?
- A Need for achievement
  - B Need for power
  - C Need for affiliation
  - D Need for security
- 58 A safety manager who wanted to know if financial incentives would reduce accidents randomly selected two departments and offered the employees bonuses for reducing accidents. The incident rates of these two departments were compared with other departments
- A Case study
  - B Laboratory experiment
  - C Field survey
  - D Field experiment
- 59 What document is a formal statement describing a company's principles and the business practices that support those principles?
- A Mission Statement
  - B Code of Conduct
  - C Strategic plan
  - D Employee handbook
- 60 Which of the following is most associated with Hersey and Blanchard's Situational Leadership Model?
- A Task relevant
  - B Promotes a single best leadership style
  - C Goal setting must be collaborative

- D Hygiene factors
- 61 When regression analysis is used in human resource research, a potential dependent variable might be:
- A Biographical data
  - B Personal goals
  - C Length of employment
  - D Test scores
- 62 What characterizes a learning organization?
- A It manages change and adopts to its environment
  - B It takes responsibility for the learning of its employees
  - C It encourages each department to function independently
  - D Individual rather than group awards for performance.
- 63 Job enrichment and job enlargement are two means of enhancing jobs through job design. What is the basic difference between the two techniques?
- A Enriching a job involves adding more tasks to an existing job while enlarging a job involves adding more responsibilities
  - B Enlarging a job indicates an increased rate of pay will accompany the new job responsibilities
  - C Enlarging a job involves adding more tasks at the same level while enriching a job involves adding more responsibilities
  - D The two terms mean the same, there is no basic difference between them
- 64 Which of the following describes the personal satisfaction a worker derives from self-initiated achievement?
- A Task Motivation
  - B Extrinsic Motivation
  - C Intrinsic motivation
  - D Maslow's motivation
- 65 In developing an international HR program, which factor is most critical to the success of an expatriate assignment in a foreign country?
- A Equalizing negative tax consequences
  - B Adaptation of spouse and family to a foreign country
  - C Providing for security of expatriates and family
  - D Readjustment training upon repatriation
- 66 What should HR do once the company's mission has been defined?
- A Conduct strategic planning in support of the mission
  - B Step back and evaluate the organization's goals
  - C Initiate a program to change the company's culture
  - D Reinforce existing policies to maintain the status quo
- 67 A key consideration of HR during a merger is

- A the integration process
  - B executing the due diligence for financial compatibility
  - C evaluating and constructing the new leadership team
  - D training of management and staff
- 68 The ability of an organization to compete with other organizations for a sufficient supply of human resources with the appropriate capabilities is:
- A Governed by EEO regulations
  - B One measure of organizational effectiveness
  - C One input to the environmental scanning process
  - D Governed by the ability to offer job security
- 69 The military, government agencies and firms managed by autocratic managers are examples of a(n) culture.
- A bureaucratic
  - B clan
  - C entrepreneurial
  - D market
- 70 Which of the following best describes a strategy which increases employee satisfaction by increasing the number of tasks that an employee performs and increasing their control over those tasks?
- A Job enlargement
  - B Job rotation
  - C Horizontal integration
  - D Job enrichment
- 71 The Delphi Technique is most commonly used to
- A support senior management's position on the new budget
  - B qualitatively forecast business plans with the use of isolated experts
  - C gather objective data for the budget process
  - D quantitatively define future problem-solving approaches
- 72 A scientist is hired to perform research at a pharmaceutical company. Which of the following is the most critical to include in the employment contract?
- A Benefits provided by the company and date of eligibility
  - B Severance provisions for involuntary resignation
  - C Protections for trade secrets and confidential information
  - D Noncomplete requirements
- 73 Organizational culture is a powerful variable that
- A is easily manipulated
  - B is more important in Japan
  - C knits companies together
  - D involves sociotechnical systems primarily

- 74 Motivation to work is the driving force around which all other aspects of
- A intergroup effectiveness
  - B team effectiveness
  - C organizational effectiveness
  - D individual effectiveness
- 75 We know that personal assumptions and beliefs have a powerful effect on behavior. Kelly wants to improve her understanding of why her subordinates do not perform well. What should Kelly do?
- A Publicly praise those who perform well
  - B Have more frequent discussion with employees about goals
  - C Let subordinates have more air time at meetings to defend their decisions
  - D Openly discuss contradictory expectations about work behavior with her subordinates
- 76 Which Act requires employers to obtain an applicant's prior written permission before their credit report is obtained for employment purposes?
- A FCPA
  - B FCRA
  - C FLSA
  - D FMLA
- 77 From the business perspective, a product differentiation strategy focuses on:
- A Higher profits through increased efficiencies
  - B Marketing campaigns tailed to specific quality standards
  - C Higher profits through increased efficiencies
  - D Distinguishing company products from its competitors
- 78 Organizational changes are said to be
- A proactive
  - B intentional
  - C reactive
  - D negative
- 79 The Michael Scott Paper Company and Dunder Mifflin Inc. have a strategic alliance on an ongoing joint venture that has proven mutually beneficial. However, a dispute has arisen over revenue sharing that they have been unable to settle. Which form of ADR s
- A Mediation
  - B Arbitration
  - C Peer review
  - D Small Claims Court
- 80 One-way human resource planning links to strategic planning is by providing a set of inputs into the:
- A Strategy formulation process

## Practice Test 4 (80 Questions)

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- B Strategy implementation process
- C Strategic analysis process
- D Source of competitive advantage

**Answer Key | Practice Test 4**

Question	Answer
1	A
2	B
3	D
4	B
5	A
6	D
7	B
8	C
9	C
10	C
11	D
12	A
13	A
14	B
15	C
16	D
17	D
18	A
19	C
20	A

Question	Answer
21	D
22	B
23	A
24	A
25	C
26	C
27	C
28	B
29	B
30	A
31	C
32	A
33	C
34	C
35	B
36	D
37	C
38	A
39	D
40	D

Question	Answer
41	C
42	B
43	A
44	A
45	B
46	B
47	C
48	B
49	D
50	D
51	C
52	A
53	D
54	C
55	C
56	C
57	A
58	D
59	B
60	A

Question	Answer
61	C
62	A
63	C
64	C
65	B
66	A
67	A
68	B
69	A
70	D
71	B
72	C
73	C
74	D
75	D
76	B
77	D
78	C
79	A
80	A



<https://thegreygym.com>



<https://youtube.com/c/TheGreyGym>



<https://www.linkedin.com/company/the-grey-gym/>

- 1 The Grey Gym HR consulting company is hiring two new managers. To assist in the process, the HRBP provided an interview guide to the hiring manager, the presented guild was to ensure that each candidate was asked the exact same questions in the same order. The company offered two candidates a salary of \$50,000.00 each and both candidates accepted. The following total expenses were incurred during the recruiting process: \$1,000 Headhunter fees, \$2,000 Advertising fees, \$500 Travel expenses, \$100 Pre-employment drug and physical. What is the cost-per-hire?

  - A 53000
  - B 1800
  - C 24000
  - D 53600
  
- 2 The Grey Gym HR consulting company is hiring two new managers. To assist in the process, the HRBP provided an interview guide to the hiring manager, the presented guild was to ensure that each candidate was asked the exact same questions in the same order. The company offered two candidates a salary of \$50,000.00 each and both candidates accepted. The following total expenses were incurred during the recruiting process: \$1,000 Headhunter fees, \$2,000 Advertising fees, \$500 Travel expenses, \$100 Pre-employment drug and physical. What is the recruitment cost ratio?

  - A 3.6 Percent
  - B 7.2 Percent
  - C 2 Percent
  - D 5 Percent
  
- 3 The Grey Gym HR consulting company is hiring two new managers. To assist in the process, the HRBP provided an interview guide to the hiring manager, the presented guild was to ensure that each candidate was asked the exact same questions in the same order. The company offered two candidates a salary of \$50,000.00 each and both candidates accepted. The following total expenses were incurred during the recruiting process: \$1,000 Headhunter fees, \$2,000 Advertising fees, \$500 Travel expenses, \$100 Pre-employment drug and physical. What type of interview format does the Green Thumb Landscaping Company utilize?

  - A Behavioral
  - B Stress
  - C Structured
  - D Situation
  
- 4 Nine weeks ago, Pam Beesly made an error on a report she created for her supervisor, Michael Scott. Michael was in a hurry to leave for a long weekend and did not proofread it before turning it in to his manager. Michael's manager found the error and reprimanded Michael. Since then, Michael has been rude and condescending to Pam and has publicly belittled her, given her the least desirable assignments in the department and taken away most of her responsibilities. Pam resigns as a result of this treatment and retains an attorney. What type of claim might the attorney file on Pam's behalf?

  - A At will
  - B Failure of good faith and fair dealing

- C Constructive Discharge  
D Termination for cause
- 5 Nine weeks ago, Pam Beesly made an error on a report she created for her supervisor, Michael Scott. Michael was in a hurry to leave for a long weekend and did not proofread it before turning it into his manager. Michael's manager found the error and reprimanded Michael. Since then, Michael has been rude and condescending to Pam and has publicly belittled her, given her the least desirable assignments in the department and taken away most of her responsibilities. Pam resigns as a result of this treatment and retains an attorney. In order for Pam to be successful in her claim, she will most probably have to prove \_\_\_\_\_.
- A Defamation  
B Due process  
C Intolerable Conditions  
D Failure of good faith and fair dealing
- 6 A portable generator company has updated its production process with the newest robotic technology. This update in innovation has led to greater efficiency and higher quality generators. Because this new efficiency, the company will be closing one of its plants that has outdated and obsolete technology. The designated plant that will be closed currently has 213 employees that work three shifts. According to the WARN Act, does the automobile company need to give any notice to the 273 employees?
- A No, the company is not unionized and the WARN Act does not apply  
B No, the company does not employ over 300 full time employees  
C Yes, the company employs over 100 full time employees  
D Yes, the company employs over 200 full time employees
- 7 A portable generator company has updated its production process with the newest robotic technology. This update in innovation has led to greater efficiency and higher quality generators. Because this new efficiency, the company will be closing one of its plants that has outdated and obsolete technology. The designated plant that will be closed currently has 213 employees that work three shifts. How many calendar days does the WARN Act require an employer give when closing a plant or planning a mass layoff?
- A 60 days  
B 30 days  
C 90 days  
D 120 days
- 8 The Element Drug Company is working on a breakthrough drug to fight Parkinson's. The company needs to raise money to fund further research. It also needs to hire new chemists with specialty training. When speaking with potential investors and potential employees, what is the MOST effective way to protect 'The Element Drug Company' proprietary information?
- A Require all persons that are involved in the discussions sign a non disclosure agreement  
B Advise potential investors and employees that discussions will be recorded and kept on file in the event protected information is leaked

- C Explain the sensitivity and confidentiality of the information and request that potential investors and employees agree not to discuss the information
- D Require Element's lawyers be present at all discussions in order to maintain attorney-client privilege
- 9 The Element Drug Company is working on a breakthrough drug to fight Parkinson's. The company needs to raise money to fund further research. It also needs to hire new chemists with specialty training. A Senior Chemist's laptop went missing from the bar he visited after work. This chemist was responsible for recording clinical trial results and other critical information regarding a new Parkinson's drug. What is the BEST precaution the IT department could have taken to prevent this data from being accessible to the thief?
- A Element should have a policy that requires all data of this nature to be stored only on the company's network and not on any laptop hard drives
- B Confidential data may be stored on laptop hard drives but must be password protected
- C Confidential data may be stored on laptop hard drives but it must be backed-up on the company's network every night
- D Element should not allow the use of laptop computers in order to protect its clinical trial information
- 10 The Element Drug Company is working on a breakthrough drug to fight Parkinson's. The company needs to raise money to fund further research. It also needs to hire new chemists with specialty training. The Senior Chemist was successful in creating a new drug that will slow down the progress of Parkinson's. This is a major breakthrough for the research and development department and the Food and Drug administration has approved the new drug for public use. Who owns the intellectual property of the new drug formula?
- A The research and development department as they were responsible for the clinical trials
- B The Senior Chemists because he created the final formula
- C Element Drug Company
- D The Food and Drug Association
- 11 Vroom's expectancy theory states that:
- A Employees do not like rigid controls
- B Employees' efforts are related to their perceived success
- C Employees work to meet their social needs
- D Employees work to meet their hygiene needs
- 12 Which of the following compensates employees who arrive at work but find that no work is available?
- A Compression pay
- B Pay differential
- C Reporting pay
- D Waiting pay
- 13 Which of the following best describes an organizational needs assessment?
- A It uses employee interviews to determine training needs

- B It identifies how well employees perform their positions
  - C It compares job requirements and employee knowledge and skills
  - D It identifies the KSAs employees will need in the future
- 14 Which of the following is an effective method for preventing salary or pay compression?
- A Develop large pools of qualified applicants
  - B Encourage promotions within the company
  - C Create budgets and policies that limit annual salary increases
  - D Limit the percentage of salary increases for highly compensated employees
- 15 OMD Corporation is increasing recruitment and selection efforts to staff new positions. Which phase of the organizational life cycle is OMD in?
- A Introduction
  - B Maturity
  - C Growth
  - D Decline
- 16 Which statement is true about a good training objective?
- A It includes the consequences of not meeting the objectives
  - B It states what a trainee will be able to do as a result of the training
  - C It states the role that management will play in the training
  - D It includes directions on how to meet the objective
- 17 Prudential Company purchases a new billing software that will be used by its customer service and accounting departments. Which of the following training methods will be most effective in training the employees on the new system?
- A Reading and a PowerPoint presentation
  - B Roundtable discussions and structured exercises
  - C Demonstration and structured exercises
  - D Case study analysis
- 18 Which is a common unintended consequence of implementing an employee self-service portal?
- A Increased complexity of IT systems
  - B Increased time in employee training
  - C Decrease in HR costs
  - D Decrease in employee satisfaction
- 19 Which is the most important reason for conducting an internal marketing campaign for a new training project?
- A It protects the company from discrimination charges
  - B It makes human resources development more visible
  - C It increases employees' motivation to participate
  - D It increases the company's brand in the marketplace

- 20 A training professional is able to determine that training has decreased turnover by 5%. At what level has the training been evaluated?
- A Learning
  - B Results
  - C Reaction
  - D Behavior
- 21 What is the difference between career management and career planning?
- A Career management focuses on the company's needs, while career planning focuses on the individual's needs
  - B Career management assesses career paths within the company, while career planning focuses on building a pool of workers qualified for specific assignments
  - C Career management believes that employees are responsible for planning their own careers, while career planning believes that the company is responsible for planning employees' careers
  - D Career management is based on communication between supervisors and employees, while career planning is done by the employee alone
- 22 Replacement planning is based on an organization's ability to:
- A Create specific goals and assignments for employees
  - B Find candidates with development potential
  - C Identify the best available candidate for a job
  - D Test candidates' potential for future success
- 23 A job design strategy that increases the variety of responsibilities but requires the same level of skill is:
- A Job enlargement
  - B Job enrichment
  - C Job rotation
  - D Job analysis
- 24 The leadership theory that classifies leaders according to their concerns with people and production was created by:
- A Hersey-Blanchard
  - B Blake-Mouton
  - C Covey
  - D Herzberg
- 25 Which of the following is true of a benchmark job?
- A The job is used in the external labor market for setting wages
  - B The job is in the middle of the pay range for its class
  - C The job is the entry level job in its class
  - D The job responsibilities frequently change
- 26 Which of the following activities is typical of a transactional leader?

- A Provides vision to employees
  - B Intervenes when standards are not met
  - C Gives recognition
  - D Communicates expectations
- 27 What is the value of a strong corporate culture?
- A It maintains the status of the current culture
  - B It gives employees an organizational identity
  - C It eliminates the needs for corporate ethics
  - D It allows employees to question corporate values
- 28 The Sunflower Oil Company is concerned that managers have too many employees reporting to them and too many employees who report to more than one manager. The Sunflower Oil Company feels this structure is hindering efficiency and resulting in conflicting goals. Which type of OD intervention will address this problem?
- A Interpersonal
  - B Technological
  - C Structural
  - D Process
- 29 A company is most likely to utilize external vendors and consultants for which of the following activities?
- A Establishing a learning management system
  - B Conducting a needs assessment
  - C Designing a leadership development program
  - D Developing an on-the-job training program
- 30 An HR specialist wants to use a diagram to represent the percentage of turnover for each of the last five years. Which tool will be most effective for visualizing turnover trends?
- A Gantt chart
  - B Control chart
  - C Histogram
  - D Pareto chart
- 31 Which of the following quality tools visually shows how each item contributes to the total effect and allows users to focus on the frequency or impact of causes?
- A Gantt chart
  - B Control chart
  - C Histogram
  - D Pareto chart
- 32 Which of the following is a comparative appraisal method?
- A Gantt chart
  - B Forced choice
  - C Graphic scale

- D Forced distribution
- 33 The interviewer believes that older workers are more difficult to train than younger workers. This form of performance appraisal error is a:
- A Deficiency
  - B Halo effect
  - C Bias
  - D Horn effect
- 34 An employee who is good at answering customer phone calls regarding technical software questions is not good at completing paperwork or working with fellow employees. The employee's manager rates the employee high in all performance categories. What performance appraisal error has occurred?
- A Horn effect
  - B Halo effect
  - C Bias
  - D Leniency
- 35 The most advanced stage of business and cultural diversity within a multinational company is known as:
- A Global
  - B International
  - C Transnational
  - D Multinational
- 36 A method of budgeting that involves using the previous budget as a reference point is called:
- A Zero-based budgeting
  - B Activity-based budgeting
  - C Formula budgeting
  - D Incremental budgeting
- 37 In a high context culture, the first phase of business dealing usually starts with:
- A Relationship building
  - B Evaluation
  - C Plan documentation
  - D Working with liaison
- 38 The globalization maturity level where the HRBP continually assesses local policies against parent-country norms is called:
- A Geocentrism
  - B Ethnocentrism
  - C Polycentrism
  - D Regiocentrism
- 39 Which of the following represents areas of focus in a bureaucratic organizational culture?

- A Aligning people decisions with mission accomplishment
  - B Legal compliance
  - C Requirement of HR to demonstrate its value to the organization
  - D Implementation of a performance management system
- 40 Which of the following describes the objective of a performance management system?
- A Justify merit raises
  - B Form a basis for employment development plans
  - C Align tactical performance with the organization's strategic direction
  - D Produce a report for the staffing manager to help determine assignment strategies
- 41 Regarding Maslow's Hierarchy of Needs, which company recognition practice fulfills an employee's need for self-actualization?
- A Compensation and benefits
  - B Career development opportunities
  - C Peer-to-peer recognition programs
  - D Job-specific training
- 42 An organization that has the Benefit Corporation (B Corp) designation is in what phase of the corporate sustainability maturity curve?
- A Integration
  - B Transformation
  - C Compliance
  - D Geocentric
- 43 The Age Discrimination in Employment Act (ADEA) prohibits discrimination in every aspect of employment against employees and applicants aged \_\_\_\_\_ and over.
- A 65
  - B 60
  - C 45
  - D 40
- 44 Developing talent pools that support employees' ability to remain up to date in trending knowledge and skills is an example of the HRBP creating cross-function relations with:
- A Marketing and sales
  - B Research and development
  - C Finance and accounting
  - D Executive management
- 45 Which of the following is an advantage of a shared service HR structure?
- A Allows for more direct contact between HR and other functions offering expertise
  - B Increases load of transactional HR activities
  - C Decreases value-creating activity
  - D Offers expertise

- 46 What are the most commonly cited reasons for the failure of interventions?
- A Lack of senior management buy-in and poor intervention team planning
  - B Failure to act and reluctance to take risks
  - C Budget constraints and too great of a change
  - D Incorrect problem focus and lack of supervisor support
- 47 The development and integration of HR processes that increase workplace productivity by supporting the development, engagement, and retention of high-value employees is known as:
- A Talent pools
  - B Talent management
  - C Knowledge management
  - D Succession planning
- 48 The HRBP has concerns that an HR audit scheduled next quarter may reveal organizational noncompliance with employment laws and regulations. What is the best course of action the HR professional should suggest to safeguard the impending audit results?
- A The HR department should follow strict audit procedures and consider hiring outside legal counsel to conduct the audit
  - B The HR department should use compliance checklists and hire a contractor to assist in the process
  - C The HR department should use compliance checklists and hire a consultant with expertise in labor laws
  - D The HR department should follow strict audit procedures and update the CEO as necessary
- 49 Which of the following actions best illustrates HR's strategic role in the organization?
- A Driving change in the organization
  - B Monitoring and supporting compliance with change
  - C Influencing management's view on organizational change
  - D Managing the resistance to organizational change
- 50 A company is exploring where training will be needed in the fourth quarter of the fiscal year. What phase of the ADDIE model is the company in?
- A Development
  - B Analysis
  - C Design
  - D Implementation
- 51 What factor would be considered an HR organizational SWOT analysis?
- A Market position
  - B Intellectual capital
  - C Global expansion
  - D Technological advances

- 52 A project manager would be more inclined to use a PERT chart rather than a Gantt chart when the manager needs to:
- A Assign a task to a team member
  - B Monitor the exact amount of time that each step of the project takes
  - C Plan the details of the project
  - D Create a visual of the critical path of the project
- 53 The change process goes more smoothly when:
- A Executives announce the changes to the employees
  - B Employees have input into the change options
  - C HR is responsible for the change project
  - D The change is critical to the survival of the organization
- 54 Which of the following is the first step in the outsourcing process?
- A Create the budget
  - B Review the implementation process
  - C Create an RFP
  - D Conduct a needs analysis
- 55 Which of the following is most likely to be a result of continued advances in technology?
- A Training will be available for those who have high-speed Internet access
  - B Privacy issues will be eliminated by security advances, such as virus scans
  - C In-house software will become increasingly desirable as application service providers become less flexible
  - D Electronic signatures will expand the types of transactions that can be done on the intranet
- 56 Strategic planning starts with an organization's:
- A Mission statement
  - B Environmental scan
  - C HR inventory
  - D Needs assessment
- 57 Which of the following takes both an internal and external snapshot of the organization?
- A SWOT analysis
  - B Environmental scan
  - C Human resources inventory
  - D Human resources audit
- 58 Which of the following is true of short-term objectives?
- A They create direction and synergy for the organization
  - B They establish priorities for allocating resources
  - C They must be created before unit strategies can be developed
  - D They take the place of action plan in the strategic planning process
- 59 Which of the following is usually part of an environmental scan?

- A Analysis of the organization's labor contract
  - B Analysis of minority employees within the organization
  - C Review of internal salary survey data
  - D Analysis of unemployment rates
- 60 Which of the following is true of a balance sheet?
- A It includes transactions without a definite monetary value
  - B It indicated the new income of the company
  - C It summarizes the organization's assets, liabilities, and equity
  - D It measures the difference between the cost to produce and the sold price
- 61 Of the four components associated with marketing, which includes the supply chain management?
- A Product
  - B Place
  - C Price
  - D Promotion
- 62 Which of the following is a key responsibility of the operations function within an organization?
- A Verifying the product is priced profitably
  - B Communicating the benefits of the product to customers
  - C Deciding which features and benefits will appeal to customers
  - D Determining the ability of the company to meet product demand
- 63 Which of the following is an advantage of the balanced scorecard?
- A It separates business strategy from tactical strategy
  - B It relates the performance of business functions to the organization's mission
  - C It focuses on financial measurements and data results
  - D It tracks progress against goals without raising accountability issues
- 64 An organization that hires experienced workers and is willing to exceed the standard pay range to quickly build its workforce is in what phase of its organizational life cycle?
- A Maturity
  - B Growth
  - C Introduction
  - D Decline
- 65 An organization that places more emphasis on training and has formal policies in place is in what phase of its organizational life cycle?
- A Maturity
  - B Growth
  - C Introduction
  - D Decline

- 66 An organization that is entrenched in rules and policies and is resistant to change is in what phase of its organizational life cycle?
- A Maturity
  - B Growth
  - C Introduction
  - D Decline
- 67 Which of the following situations illustrates a corporate strategy of differentiation?
- A A company orders large quantities of parts to get the best discount
  - B The finished product is sold at a lower price than that of the competition
  - C A company develops a product that is unique and charges a premium
  - D A company sells in volume and offers discounts to its best customers
- 68 Centralization of authority works best in organizations where:
- A Economies of scale are important
  - B Operating units need to collaborate
  - C Employee turnover is high
  - D Decision-making ability is expected of all employees
- 69 Decentralization works best in organizations where:
- A A uniform policy is important
  - B Contracts are negotiated with outside agents
  - C A quick response to problems is desired
  - D Employees do not want to be developed
- 70 Performance tests, critical incidents, simulations, and observations are all data-gathering methods of what evaluation level according to Kirkpatrick?
- A Reaction
  - B Behavior
  - C Results
  - D Learning
- 71 Participating in a virtual classroom or online discussion that last for a specific duration of time are examples of what type of e-learning?
- A Asynchronous
  - B Webinar
  - C Blended
  - D Synchronous
- 72 A narrow span of control is typically used when:
- A There is a shortage of managers
  - B A team effort is not required
  - C Subordinates are experienced
  - D Tasks are complex

- 73 The primary purpose of an HR audit is to:
- A Complete a cost-benefit analysis of an HRIS
  - B Evaluate the effectiveness of the HR function
  - C Determine HR staffing requirements
  - D Determine which HR functions will be outsourced
- 74 The ability of an instrument to measure what it is intended to measure is referred to as the:
- A Validity
  - B Internal consistency
  - C Reliability
  - D Parallelism
- 75 When evaluating an environmental factor, which is the most consistent throughout a global organization?
- A Political
  - B Technological
  - C Economical
  - D Social
- 76 Which of the following questionnaire approaches elicits the broadest range of answers?
- A Rating scales
  - B Yes/no answers
  - C Essay questions
  - D Multiple-choice questions
- 77 Which of the following measures of central tendency refers to the value that occurs most frequently in a distribution?
- A Mode
  - B Median
  - C Mean
  - D Range
- 78 Which measure of association measures the relationship between two variables?
- A Range
  - B Regression
  - C Correlation
  - D Deviation
- 79 How can HR best assist in creating an ethical organization?
- A By handling all ethical issues that arise
  - B By training managers and leaders on ethical practices
  - C By referring all ethical issues to the corporate legal department
  - D By initiating tip line for reporting ethical violations

## Practice Test 5 (80 Questions)

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- 80 An employee works in the engineering department of a manufacturing company and has a consulting contract with one of the company's customers. Which ethical problem might exist?
- A Insider trading
  - B Conflict of interest
  - C Kickbacks
  - D Copyright violation

**Answer Key | Practice Test 5**

Question	Answer
1	B
2	A
3	C
4	C
5	C
6	C
7	A
8	A
9	A
10	C
11	B
12	C
13	D
14	B
15	C
16	B
17	C
18	A
19	C
20	B

Question	Answer
21	A
22	C
23	A
24	B
25	A
26	B
27	B
28	C
29	A
30	C
31	D
32	D
33	C
34	B
35	C
36	D
37	A
38	B
39	B
40	C

Question	Answer
41	B
42	B
43	D
44	B
45	D
46	A
47	B
48	A
49	C
50	B
51	B
52	D
53	B
54	D
55	D
56	A
57	A
58	B
59	D
60	C

Question	Answer
61	B
62	D
63	B
64	C
65	A
66	D
67	C
68	A
69	C
70	B
71	D
72	D
73	B
74	A
75	B
76	C
77	A
78	C
79	B
80	B



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<https://www.linkedin.com/company/the-grey-gym/>

- 1 A clothing company gives its employees time off work to volunteer at an area homeless shelter, and it donates clothing and shoes. What phase of involvement does the company exhibit?
  - A Employer sponsored
  - B Business benefit
  - C Organizational benefit
  - D Supported employee volunteering
  
- 2 Which is the best example of a lag indicator of business performance?
  - A Employee engagement
  - B Customer engagement
  - C Turnover ratio
  - D Profit
  
- 3 What is the legal system that is based on laws, rules, or regulations?
  - A Common law
  - B Legislative law
  - C Corporate law
  - D Civil law
  
- 4 Which of the following statements is true in regard to the Lilly Ledbetter Fair Pay Act?
  - A The statute of limitations restarts each time an employee receives a paycheck based on a discriminatory compensation practice
  - B The law overruled the Ledbetter v. Goodyear Tire and Rubber Co decision
  - C The law provides that an unlawful employment practice occurs when a person is affected by a discriminatory pay decision
  - D All of the options are correct
  
- 5 When is it a good strategy to use a localization approach to global HR management?
  - A When the host country experiences political and economic instability
  - B When a sudden change is anticipated in the home country
  - C When there are many extraterritorial laws that apply
  - D When the host country has too many laws and political issues that require compliance
  
- 6 After four months on the job, an employee is fired without cause. This situation is an example of:
  - A Disregard of reference checking by the HRBP
  - B Defamation
  - C Poor hiring manager decision
  - D Common law concept of employment at will
  
- 7 Which is the first step in the development of a diversity training program?
  - A Hire a diversity consultant
  - B Develop diversity training goals
  - C Analyze competitors' diversity training

- D Select a training vendor
- 8 When is the ideal time for creating a sense of urgency when managing organizational change?  
A At the beginning of the change initiative  
B After training is complete  
C During implementation  
D During new vision development
- 9 When is it ideal to implement a corporate social responsibility program?  
A During an organizational reinvention when revenue begins to decline  
B When profits are stable and revenue is irrelevant  
C When the organization is mature and revenue has leveled  
D During organizational start-up when a business strategy is selected
- 10 What is the likely outcome if no reasonable cause is found during the EEOC complaint process?  
A The EEOC recommends private legal action  
B The EEOC dismisses all charges  
C The EEOC ends its involvement  
D The EEOC mediates conciliation efforts
- 11 The European Union is an example of which type of law?  
A Regional  
B Host-country  
C Local  
D International
- 12 Which of the following is a problem-solving mechanism other than a lawsuit or government agency investigation?  
A Mediation  
B Conciliation  
C Arbitration  
D All of the options are correct
- 13 A works council can best be described as:  
A A shop floor organization representing workers  
B A subset of the U.S. unions  
C A governing body accountable to the NLRB  
D A management group that votes on work rules
- 14 Which of the following is one of the functions of the International Labor Organization (ILO)?  
A Establishing international standards for workers' conditions  
B Creating social standards called the SA8000  
C Organizing and monitoring trade agreements  
D Administering global unionism

- 15 Located in Geneva, this international organization sets the rules for the global trading system and resolves disputes between its member states.
- A ILO
  - B WTO
  - C EEOC
  - D OECD
- 16 Regarding the communication model, which is the best example of noise?
- A Utilizing video conferencing instead of a conference call
  - B Attempting to understand the technical jargon in a co-worker's memo
  - C Explaining gaps in benefits knowledge to an associate
  - D Missing components of an important email due to a high volume of emails
- 17 What is a positive result of effective knowledge retention and management strategies?
- A Lower attrition rates
  - B Improved job performance
  - C Lower training costs
  - D Increased employee engagement
- 18 Which of the following organizations is responsible for the administration of immigration and naturalization adjudication functions and establishing immigration services policies and priorities for the U.S.?
- A State Department
  - B U.S. Citizenship and Immigration Services
  - C Department of Labor
  - D Bureau of Immigration and Customs Enforcement
- 19 Powerhouse Ltd. has consistently paid lower wages than the other employers in the community. As a result, it is likely that Ward has what compared to other employers in the community?
- A More committed employees
  - B Higher productivity
  - C A much lower-quality workforce
  - D Higher unit labor costs
- 20 A cost-leadership strategy is more appropriate in what kind of business environment?
- A Highly competitive
  - B Decentralized
  - C Relatively stable
  - D Dynamic
- 21 Employee attitude surveys serve which of the following functions:
- A Productivity improvement tool
  - B Job satisfaction improvement

- C Intervention tool
  - D Supervisory feedback tool
- 22 Which of the following refers to the development and integration of HR processes that attract, develop, engage, and retain the knowledge, skills, or abilities of employees that meet current and future organizational needs?
- A Knowledge management
  - B Talent pipeline
  - C Talent management
  - D Employee development
- 23 The return-on-investment calculation shows the value of expenditures for HR activities. It also shows:
- A The economic cost of HR to the firm
  - B Whether the HR department is effective in meeting organizational goals
  - C The value added per each HR staff member
  - D How long it will take the HR activities to pay for themselves
- 24 The primary priority of a project manager who is exhibiting the interpersonal role is:
- A Negotiating differences and monitoring project progress
  - B Allocating resources
  - C Disseminating information and helping team members
  - D Building team norms and fostering harmony
- 25 Which of the following is a key benefit of a well-designed employee training program?
- A Decreased employee engagement
  - B Increased turnover rates
  - C Higher absenteeism rates
  - D Improved job performance and productivity
- 26 The analysis of specific openings that are likely to occur in the future always begins with:
- A The jobs that are easiest to fill
  - B The jobs where applicants with the required KSAs are scarce
  - C The top positions in the firm
  - D The entry-level positions in the firm
- 27 Which of the following government regulations do not affect HR planning?
- A Reporting requirements for workers' compensation claims
  - B Regulations on the length of the work week
  - C Pension laws
  - D Tax benefits for job-training expenses
- 28 According to Hofstede, in general, the people in cultures with a \_\_\_\_\_ orientation are most likely to value thrift and persistence.
- A Non-monetary

- B Monetary
  - C Long-term
  - D Short-term
- 29 Research has shown that HR practices do have an impact on organizational performance. Which of the below have employees found to be is a significant contributor?
- A Organizational commitment
  - B Educational level
  - C Job satisfaction
  - D Competitiveness of pay
- 30 If an aviation academy meets its goal of graduating 50 pilots every year, it can be said to be:
- A Achieving a strong ROI
  - B Efficient
  - C Profitable
  - D Effective
- 31 Much of the data needed for a comprehensive audit of all current jobs is to be found in the:
- A Existing staffing and organizational databases
  - B Personnel update forms completed by employees
  - C Supervisory files
  - D Employee evaluations
- 32 The HR planning process begins with:
- A Analyzing the internal inventory of HR capabilities
  - B Forecasting the relationship between supply and demand for human resources
  - C Scanning the external environment for changes affecting the labor supply
  - D Considering the organizational objectives and strategies
- 33 Which of the following strategies would be more appropriate in a dynamic environment, characterized by the need to continually find new products and new markets?
- A Differentiation
  - B Conglomerate
  - C Cost-leadership
  - D Global
- 34 Jackson is the HRBP at Avery Landscape Inc. He just attended a strategy where they identified goals and tactics to frame the strategic plan. What stage of the strategic planning process was Avery Landscape Inc. engaged in?
- A Implementation
  - B Evaluation
  - C Formulation
  - D Development

- 35 When compiling an inventory of organizational capabilities, the HR manager would include all of the following data on current employees except:
- A Age
  - B Work accomplishments
  - C Pay rate
  - D Number of children
- 36 Government labor force population estimates and trends in industry are used to:
- A Estimate the internal supply of labor
  - B Predict terminations, retirements, and deaths of employees
  - C Implement a human resource information system (HRIS)
  - D Forecast the external supply of human resources
- 37 This is a group of services provided to employees who have been involuntarily removed from the organization because of performance problems or elimination of jobs. These services give these former employees support and assistance.
- A Outplacement
  - B Career repositioning
  - C Severance
  - D Transition support
- 38 Hofstede defined five dimensions for classifying national cultures. Which of the following is not one of these dimensions?
- A Secular/theocratic
  - B Power distance
  - C Masculinity-femininity
  - D Individualism
- 39 One of the top challenges faced by family-owned firms is:
- A Anti-nepotism legislation
  - B Management succession
  - C Providing jobs for extended family members
  - D Tax planning
- 40 Under the balanced scorecard approach, an organization's performance is measured using all of the following categories except which perspective?
- A Internal business processes
  - B Competitive
  - C Learning and growth
  - D Financial
- 41 Alex, a team leader in a software development company, notices that two of his team members, Sarah and James, are having constant conflicts that are affecting the team's overall performance. Alex wants to address the issue to improve team dynamics. What should Alex do in this situation?

- A Ignore the conflict and hope it resolves on its own.
  - B Speak separately with Sarah and James to understand their perspectives and mediate a resolution.
  - C Reassign both Sarah and James to different projects to minimize interaction.
  - D Criticize both Sarah and James during a team meeting to address the issue publicly.
- 42 Emily, the HR manager, is noticing a decrease in employee engagement levels within the company. After conducting surveys and speaking with employees, she identifies a lack of professional development opportunities as a significant concern. What action should Emily take to address this issue?
- A Disregard the feedback since not all employees may be interested in professional development.
  - B Develop a mentorship program to pair experienced employees with those seeking career growth.
  - C Implement a mandatory training program for all employees.
  - D Increase working hours to ensure employees have more time for self-improvement.
- 43 Which of the following is an effective way to find out what is on people's minds and encourage brainstorming as an effective way to build on new ideas?
- A Focus group
  - B Questionnaires
  - C Suggestion box
  - D Ad hoc leaders in the organization
- 44 Which of the following actions would have the most negative impact on customer service?
- A Implementing Six Sigma processes, which focus on high manufacturing quality
  - B Reducing staffing levels
  - C Reducing the level of employee turnover
  - D Focusing on HR as a financial contributor to the organization
- 45 You are the Vice President of international investment firm, and you are being transferred to the company's new office in Paris. When you meet your new French subordinates, Hofstede's research would suggest it would be most appropriate to treat them:
- A In a democratic, "we are all equals" approach
  - B With a certain amount of polite reserve, maintaining your status as their superior
  - C Just as you would your American subordinates
  - D With a charming humility, stressing that you are an international novice and that you will depend on them a great deal
- 46 All of the following are recommendations for making downsizing more effective except:
- A Offering outplacement assistance
  - B Allowing "survivors" to become psychologically toughened
  - C Involving key managers
  - D A comprehensive communication plan

- 47 Leaders lead because they possess recognized, critical characterizes.” This statement is conducive to what leadership theory?
- A Great Man or Trait
  - B Behavioral
  - C Blake-Mouton
  - D Hersey-Blanchard
- 48 As the unemployment rate declines:
- A People available for work may be less educated, less skilled, or unwilling to work
  - B It becomes easier to fill jobs with qualified workers
  - C Early retirement plans become more attractive
  - D The need for overtime also declines
- 49 “The curve shows when interest in the relationship is lowest when either the employee needs to learn job tasks or when the employee is so proficient that little support is needed.” This statement is relative to which leadership theory?
- A Blake-Mouton
  - B Path goal
  - C Fiedler
  - D Hersey-Blanchard
- 50 This is the process of analyzing and identifying the need for and availability of human resources so that the organization can meet its objectives.
- A Human resource planning
  - B Strategic planning
  - C Environmental scanning
  - D Labor market analysis
- 51 Jessie is an assistant HR manager for one of the largest call center companies in the state. She has been assigned to estimate the outflows from the call center's ranks of customer service staff. Which of the following will Jessie not include as a factor
- A Retirements
  - B Pregnancies
  - C Demotions
  - D Promotions
- 52 A company with corporate units in a number of countries integrated to operate worldwide is called a:
- A Worldwide corporation
  - B Pan-domestic firm
  - C Multi-national enterprise
  - D Global organization
- 53 The “human capital crisis” in the federal government is an illustration of the need for HR planning and:

- A The fact that most of the federal government's older workers are unskilled in the new technologies needed to be efficient and effective in the modern world
  - B The mistake of hiring a large number of baby boomers in the 1970s
  - C The fact that replacement of employees is more difficult as they age
  - D The need for succession planning and the development of replacement charts
- 54 Scanning the external environment is especially important for HR planning because:
- A The organization must meet certain affirmative action quotas
  - B Of the limited supply of potential employees for all jobs in the firm
  - C The organization must draw from the same labor market that supplies all other employers
  - D Of the demographic patterns of the internal workforce
- 55 Mark, an HR manager, observes a decrease in team collaboration and communication in the marketing department. During a casual conversation with some team members, he learns that there is a lack of clarity regarding individual roles and responsibilities. What should Mark do to address this issue?
- A Implement a strict reporting structure to define roles clearly.
  - B Assign a team-building consultant to conduct a workshop.
  - C Facilitate a team meeting to discuss and clarify roles and responsibilities.
  - D Implement a strict reporting structure to define roles clearly.
- 56 What is the term for a cultural vision that holds that there are no absolutes and everything is based on the situation?
- A Parochialism
  - B Ethnocentrism
  - C Determinism
  - D Relativism
- 57 In which of the following are employees put on unpaid leaves of absence and may be called back if business improves?
- A Attrition
  - B Terminations for cause
  - C Buyouts
  - D Layoffs
- 58 What can be said about a sales account manager selection test that successfully measures essential job-related skills and abilities?
- A It is valid
  - B It is reliable
  - C It is statistically significant
  - D It is legally compliant
- 59 This is critically important in mergers and acquisitions because it is the extent to which decision-making styles, levels of teamwork, information-sharing philosophies, and the formality of the two organizations are similar.

- A Corporate persona
  - B Normative consonance
  - C Philosophical concordance
  - D Cultural compatibility
- 60 The “shared values and beliefs of a workforce” is called the organizational:
- A Persona
  - B Culture
  - C Aura
  - D Ethics
- 61 Helen is the Manager of HR for Green Veggies, It has just acquired complete foods. Helen will oversee considerable layoffs as the company lays off redundant employees. In considering HR planning for the next year, Helen knows to be prepared for:
- A An increase in morale of the remaining employees
  - B Heightened productivity by survivors
  - C An increase in resignations
  - D An upsurge in applications for jobs from external candidates
- 62 ROI is the organization’s:
- A Return on intangible assets
  - B Return on interest
  - C Return on innovation
  - D Return on investment
- 63 Which of the following has been a geographic trend within the last decade that has forced changes in HR plans?
- A The deterioration of inner cities
  - B The influx of highly skilled technical workers from Asia and India
  - C The movement of better educated workers to the Midwest
  - D The outsourcing of jobs to countries with lower wage levels
- 64 In the minds of corporate executives, the major deficiency of HR management in its strategic role is:
- A HR’s traditional role as an opponent of corporate management
  - B The lack of specific quantifiable measures of HR activities
  - C The lack of respect for HR managers’ professional and educational credentials
  - D That HR is viewed as a “soft,” people-oriented area
- 65 What is the basic source of data on current employees and their capabilities?
- A HR records in the organization
  - B Employee evaluations
  - C Supervisory files
  - D Personnel update forms completed by employees

- 66 An intermediate planning range usually projects into the future by:
- A Three to five years
  - B One to five years
  - C Beyond five years
  - D Six months to one year
- 67 You are a female employee health and safety expert, and you are up for an overseas assignment. You can choose any of the following countries for your assignment. Your goal is to select a country where you will be most accepted as a professional colleague
- A Japan
  - B Saudi Arabia
  - C The Netherlands
  - D Mexico
- 68 The internal supply of human resources is influenced by:
- A Changing workforce composition and patterns
  - B Government regulations and pressures
  - C Actions of competing employers
  - D Training and development programs
- 69 As organizations expand operations worldwide, they go through three stages. Which of the following is the first of these stages?
- A Transnational operations
  - B Importing and exporting
  - C Multinational enterprises
  - D Global operations
- 70 The information in the employee skills inventory data bank:
- A Can include non-job-related data on employees
  - B Is often inaccurate and outdated
  - C Should be available only to those who have a specific use for it
  - D Should be posted on the company's intranet
- 71 Two organizational competitive strategies are:
- A Cost leadership and differentiation
  - B Vertical and horizontal
  - C Risk aversion and aggressiveness
  - D Global and domestic
- 72 A U.S. firm operating in the European Union must follow U.S. employment law:
- A And EU employment law
  - B But not EU employment law
  - C And no other nation's or collection of nations' employment laws
  - D International employment law set by the International Court of the ILO

- 73 Global employers who manufacture products in countries with extremely low wages and substandard working conditions counter the accusation that they are “sweatshop employers” by arguing:
- A They are bringing the benefits of unionization to the workers in these countries
  - B Their operations allow these employees to have jobs and thus improve their living standards
  - C Wages and working conditions were poor in the U.S. during the Industrial Revolution, and this is a phase of development that all economies must go through in order to advance
  - D As these countries become more prosperous because of the increased level of employment, then the wage rates paid by all employers will rise
- 74 What is purpose of the Worker Adjustment and Retraining Notification (WARN) Act?
- A It establishes a school-to-work program for the “hardcore unemployed”
  - B It prevents a government official from closing a factory for safety violations without first giving reasonable notice to the owners
  - C It requires employers to give a 60-day notice before a layoff or facility closing involving more than 50 people
  - D It mandates job retraining for workers injured in an on-the-job accident
- 75 There are eight employees in the accounts receivable department. Four work 40 hours a week, and four work 20 hours a week. How many FTEs are there in this department?
- A 10
  - B 8
  - C 4
  - D 6
- 76 Which of the following best describes the concept of a stakeholder?
- A A stakeholder has a legally defined or contractual relationship with a firm
  - B A stakeholder is a member of the senior or global management team
  - C A stakeholder owns a financial interest in a venture
  - D A stakeholder is anyone who shares in the value of an organization and its activities
- 77 Effective HR planning results in having the right people in the right numbers with the right capabilities at the right time, and:
- A With the right demographics
  - B In the right place
  - C With the right attitudes
  - D For the right purpose
- 78 Right to work laws allow states to:
- A Forbid compulsory union membership
  - B Establish emergency strike provisions when a strike threatens public welfare
  - C Maintain a list of arbitrators to assist in contract settlement
  - D Pay under the state minimum wage

- 79 New Horizon Inc., a manufacturer of lighting products, is facing a pronounced downturn in business due to lower-priced goods from foreign competitors. Top management is concerned that this will be a permanent or long-term problem, and they have decided t
- A Attrition and a hiring freeze
  - B Layoffs
  - C Early retirement buyouts
  - D Voluntary separations with severance
- 80 A comprehensive audit of all current jobs provides a basis for:
- A An analysis of the capabilities of the company's workforce
  - B Forecasting what jobs will need to be done in the future
  - C The effectiveness and efficiency of the company's human resources
  - D Human capital accounting

**Answer Key | Practice Test 6**

Question	Answer
1	C
2	D
3	D
4	D
5	D
6	D
7	B
8	A
9	D
10	C
11	A
12	D
13	A
14	A
15	B
16	B
17	C
18	B
19	C
20	C

Question	Answer
21	D
22	C
23	D
24	D
25	D
26	C
27	A
28	C
29	A
30	D
31	A
32	D
33	A
34	D
35	D
36	D
37	A
38	A
39	B
40	D

Question	Answer
41	B
42	B
43	B
44	A
45	B
46	B
47	B
48	A
49	A
50	D
51	A
52	B
53	D
54	D
55	C
56	B
57	D
58	D
59	A
60	D

Question	Answer
61	C
62	D
63	D
64	B
65	A
66	B
67	C
68	D
69	B
70	C
71	A
72	D
73	B
74	C
75	D
76	D
77	B
78	A
79	A
80	B



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- 1 'The Stitch' company is a manufacturer of garments and employs 300 employees on the manufacturing floor. The son of one of the employees (Meredith) has entered the workplace, is agitated, and is threatening that he has a bomb in his car. The HRBP, Chloe Hardashian is the highest-ranking employee on site due to the general manager and production manager both being on vacation. Chloe has never encountered a situation like this and the security guard is a retired army sergeant who flees the scene upon hearing the threat. What is the most appropriate step for the HRBP to take?
  - A Send the security guard to speak with the agitated spouse
  - B Call 911 and move as many employees as possible away from the agitated spouse
  - C Allow the employee and the spouse to have a discussion outside the building
  - D Attempt to calm down the agitated spouse by bringing him and the employee into the office to talk and use conflict resolution skills
  
- 2 'The Stitch' company is a manufacturer of garments and employs 300 employees on the manufacturing floor. The son of one of the employees (Meredith) has entered the workplace, is agitated, and is threatening that he has a bomb in his car. The HRBP, Chloe Hardashian is the highest-ranking employee on site due to the general manager and production manager both being on vacation. Chloe has never encountered a situation like this and the security guard is a retired army sergeant who flees the scene upon hearing the threat. Chloe managed to diffuse the situation. What is the first action 'The Stitch' company should immediately take to reduce the likelihood of a similar incident occurring in the future?
  - A Publish a zero-tolerance policy regarding violence in the workplace
  - B Review the incident to learn how to prevent a recurrence and address the effect the incident had on the employees
  - C Engage a security consultant to train employees on workplace security procedures
  - D Hire a new security guard who has experience dealing with issues of violence in the workplace
  
- 3 The Dunder Mifflin Paper Company has a unionized workforce led by Darryl Fletcher that participates in the company's yearly employee satisfaction survey. At the next bargaining session, management used the survey data (although it has promised not to do so) to show that employees are satisfied with their salary and benefits. The union files a grievance against the employer. What is the likely result of this action by the union?
  - A Dunder Mifflin Paper Co. will discontinue the employee survey
  - B The union grievances will be dismissed
  - C An arbitrator will impose sanctions against the employer
  - D The NLRB will require the company to pay damages to the union
  
- 4 The Dunder Mifflin Paper Company has a unionized workforce led by Darryl Fletcher that participates in the company's yearly employee satisfaction survey. At the next bargaining session, management used the survey data (although it has promised not to do so) to show that employees are satisfied with their salary and benefits. The union files a grievance against the employer. The BEST way to encourage union members to participate in future surveys is for the company to agree to
  - A Separate the results by union and nonunion members

- B Agree not to use the results in collective bargaining sessions
- C Provide the survey results to the union prior to sharing them with the employees
- D Allow the union to develop its own employee survey
- 5 The HRBP for a company with a government contract is seeking candidates for a Learning and Development Manager position. The opening is advertised on the company's web site and a niche job site for L&D professionals. Interested candidates must complete a profile on the company's web site or email their resumes which are then added to the company database. Five hundred candidates completed the profile and 50 emailed their resumes. The HRBP has a protocol that limits the number of candidates to be considered to the first 100 responses received. Out of the 100 responses, 25 had the basic qualifications for the job, however, 4 had location and salary preferences inconsistent with the position. Ten of the remaining 21 were phone- screened. One out of the 10 just accepted another position and was no longer interested. Five of the remaining 9 candidates were interviewed and tested. One was hired. According to the OFCCP regulations, which of the following records is required to be retained by government contractors?
- A Only resumes of individuals who meet the basic qualifications, are actively considered and are interviewed
- B Only resumes submitted that meet the basic qualifications and are actively considered
- C All resumes submitted that meet the basic qualifications
- D All resumes submitted for consideration
- 6 The HRBP for a company with a government contract is seeking candidates for a Learning and Development Manager position. The opening is advertised on the company's web site and a niche job site for L&D professionals. Interested candidates must complete a profile on the company's web site or email their resumes which are then added to the company database. Five hundred candidates completed the profile and 50 emailed their resumes. The HRBP has a protocol that limits the number of candidates to be considered to the first 100 responses received. Out of the 100 responses, 25 had the basic qualifications for the job, however, 4 had location and salary preferences inconsistent with the position. Ten of the remaining 21 were phone- screened. One out of the 10 just accepted another position and was no longer interested. Five of the remaining 9 candidates were interviewed and tested. One was hired. What other talent acquisition records are legally required for a government contractor?
- A A copy of the job description applicable to the opening
- B A list of the third party staffing companies involved in the search
- C A record of the position for which the search was conducted, the search criteria and the date of the search
- D A record of each interview conducted and who conducted the interview
- 7 The HRBP for a company with a government contract is seeking candidates for a Learning and Development Manager position. The opening is advertised on the company's web site and a niche job site for L&D professionals. Interested candidates must complete a profile on the company's web site or email their resumes which are then added to the company database. Five hundred candidates completed the profile and 50 emailed their resumes. The HRBP has a protocol that limits the number of candidates to be considered to the first 100 responses

received. Out of the 100 responses, 25 had the basic qualifications for the job, however, 4 had location and salary preferences inconsistent with the position. Ten of the remaining 21 were phone- screened. One out of the 10 just accepted another position and was no longer interested. Five of the remaining 9 candidates were interviewed and tested. One was hired. According to the OFCCP, an employer (contractor) has considered the applicant and must retain the record whenever

- A A resume or profile is submitted for any position
  - B A resume or profile is submitted for consideration regardless of it not being submitted in accordance to the established procedures
  - C The employer asks whether the resume or profile meets the basic qualifications for this job
  - D A resume or profile is submitted regardless of whether it was submitted in accordance with an established standard procedure
- 8 The HRBP for a company with a government contract is seeking candidates for a Learning and Development Manager position. The opening is advertised on the company's web site and a niche job site for L&D professionals. Interested candidates must complete a profile on the company's web site or email their resumes which are then added to the company database. Five hundred candidates completed the profile and 50 emailed their resumes. The HRBP has a protocol that limits the number of candidates to be considered to the first 100 responses received. Out of the 100 responses, 25 had the basic qualifications for the job, however, 4 had location and salary preferences inconsistent with the position. Ten of the remaining 21 were phone- screened. One out of the 10 just accepted another position and was no longer interested. Five of the remaining 9 candidates were interviewed and tested. One was hired. Under the OFCCP regulations for internet applicants, which is the applicant pool from which the HRBP must solicit race, gender and ethnicity information?
- A 20
  - B 15
  - C 10
  - D A
- 9 As part of the performance review process, a minority female has a career discussion with her manager. During the conversation, the employee mentions her interest in the project manager position if one becomes available and her manager agrees that she is qualified. Many months later, a project manager position becomes available and is given to a white female. The minority employee was unaware that the position was available and threatens to sue. What could the employer do to lessen the possibility of future liability in these types of situations?
- A Send an email to all qualified minorities when a position is open
  - B During the annual performance review, ask employees to submit any career development requests in writing
  - C Create a posting procedure and post all job openings
  - D Have all HRBP attend sensitivity training
- 10 The Beehive Company employees over 16,000 employees and has been in business for over 100 years. It sells its delicious Natural honey all over the world with multiple plants and a strong distribution system. Beehive is currently experiencing problems making their financial

- targets, suffering from outdated procedures, and losing ground to the competition. Most of the management team is reluctant to implement change and reverts to old processes whenever change is attempted. In which state of its organizational evolution is Beehive?
- A Introduction
  - B Growth
  - C Maturity
  - D Decline
- 11 The Beehive Company employees over 16,000 employees and has been in business for over 100 years. It sells its delicious Natural honey all over the world with multiple plants and a strong distribution system. Beehive is currently experiencing problems making their financial targets, suffering from outdated procedures, and losing ground to the competition. Most of the management team is reluctant to implement change and reverts to old processes whenever change is attempted. How can the HRBP help in this phase of the organization's life cycle?
- A Find growth opportunities for high potentials
  - B Increase recruiting efforts
  - C Formulize policies and procedures
  - D Cross train employees
- 12 Adding something valued like time off for a significant work contribution is an example of what type of motivation?
- A Reward program
  - B Negative reinforcement
  - C Positive reinforcement
  - D Recognition program
- 13 Keeping a record of all employees and listing significant successes and failures of each describe which method?
- A Critical incident
  - B MBO
  - C Essay form
  - D Field review
- 14 Which of the following pieces of federal legislation is considered pro management?
- A Wagner Act
  - B National Industrial Recovery Act
  - C Railway Recovery Act
  - D Taft-Hartley Act
- 15 The most important element in defending an organization's position in a disciplinary action is to demonstrate that:
- A The employee has been warned
  - B The employee knew the rules before the infraction
  - C An example was needed to eliminate or reduce similar misbehavior

- D Progressive discipline has been applied that is consistent with policy and past practice
- 16 Which of the following would be considered nontaxable, indirect compensation?
- A Employee discounts on employer goods or services
  - B Employer-paid group term life insurance over \$50,000
  - C Personal use of a company car
  - D Severance pay
- 17 What is the purpose of an organizational effectiveness intervention?
- A To analyze companywide efficiencies through interventions
  - B To remove obstacles to success from organizational design, structure, or culture
  - C To address the gap between current and future staffing needs
  - D To report on the companywide performance gaps
- 18 Which type of organizational structure creates a dual chain of command'?
- A Line and staff
  - B Functional
  - C Matrix
  - D Vertical
- 19 Physical, psychological, and social are all aspects of employee health known as:
- A Performance
  - B Engagement
  - C Job satisfaction
  - D Well being
- 20 A company is in the process of establishing formal compensation policies and practices. This company is in which phase of the organizational cycle?
- A Introduction
  - B Transition
  - C Growth
  - D Maturity
- 21 The first step in the job analysis process entails:
- A Deciding how the organization will use the information collected
  - B Writing new job descriptions for all current employees
  - C Comparing old job descriptions with new job specifications
  - D Replacing job descriptions with job specifications
- 22 A process that aims to improve the performance and interaction within a specific group of employees is:
- A Teambuilding
  - B A Scanlon plan
  - C Human factors engineering
  - D Survey research

- 23 Which of the following is a primary advantage of a balanced scorecard?
- A It separates business strategy from day-to-day activities
  - B It relates performance of business functions to the organizations mission
  - C It focuses on financial measurements and hard data results
  - D It tracks progress against goals without raising accountability issues
- 24 A psychological exam that tends to eliminate Chinese applicants is an example of:
- A Disparate treatment
  - B Adverse impact
  - C Obsolete hiring practices
  - D Pre-employment screening
- 25 What is a recommended practice in which an HRBP can proactively help other departments operate in a legal capacity?
- A Review applicable laws and apply accordingly
  - B Ensure corrective action is being administered
  - C Train managers on legal compliance
  - D Have a lawyer review areas of potential risk
- 26 Which of the following constitute an unfair labor practice by the union?
- A Interfering with an employee's right to join a union
  - B Refusing to bargain in good faith
  - C Discriminating among employees based on union membership
  - D Discouraging union membership
- 27 Which of the following questions to job applicants is legal under the ADA?
- A How many times were you absent due to illness in the last two years?
  - B Have you ever filed for workers' compensation?
  - C I see you are wearing a cast on your arm. How did you hurt yourself?
  - D Describe any problems you would have lifting a 50-pound dog onto an examination table.
- 28 Which of the following situations that could lead to workplace violence can be controlled by an organization?
- A Unstable economy
  - B Pressure for increased productivity
  - C Domestic problems
  - D Low self-esteem
- 29 The key to a successful expatriate experience is:
- A Foreign language competency
  - B Sending single managers
  - C Cultural familiarity
  - D Cultural flexibility and adaptability

- 30 The concept of reliability refers to:
- A How difficult it is for applicants to "fake out" of a test
  - B Consistency with which a test measures an item
  - C How well the test measures what it is supposed to measure
  - D The environmental conditions present when the test is given
- 31 If one supervisor interprets performance standards differently from another supervisor, what type of appraisal error is most likely to occur?
- A Recovery problem
  - B Rater bias
  - C Halo effect
  - D Rater pattern error
- 32 What is one consideration when creating a statistical sample?
- A The sample should be large to take outliers into consideration
  - B The sample should be a reflection of key characteristic of the entire workforce population being studied
  - C The sample should be large enough to accommodate for low response rates
  - D The samples should not be representative of the population to eliminate biases
- 33 The Equal Pay Act of 1963:
- A Prohibits wage discrimination based on sex
  - B Requires equal pay for jobs of comparable worth
  - C Prohibits pay differentials based on race, religion, sex, or national origin
  - D Is now expired
- 34 Which of the following tactics would be identified as an unfair labor practice by management?
- A Tell the employees the high cost of union dues
  - B Promise employees pay increases if they vote against a union
  - C Forbid distribution of union literature during work hours in work areas
  - D Show employees negative articles about unions
- 35 Which of the following is the ability to respond effectively and appropriately to different cultural/generational contexts in the workplace?
- A Emotional intelligence
  - B Cultural intelligence
  - C Global mindset
  - D Global integration
- 36 Which type of staffing model has the advantages of getting the best talent available globally and often provides savings on relocation and pay?
- A Geocentric
  - B Regiocentric
  - C International
  - D Ethnocentric

- 37 Which of the following laws imposes several restrictions and requirements on unions?
- A Labor Management Relations Act
  - B Fair Labor Standards Act
  - C Labor-Management Reporting and Disclosure Act
  - D Norris-LaGuardia Act
- 38 Job enlargement is:
- A Moving an employee from job to job
  - B Increasing the number of tasks for which an employee is responsible
  - C Increasing employee autonomy
  - D Part of MBO practices
- 39 The concept of broad banding has been developed in order to:
- A Limit the autonomy of line managers
  - B Reduce employee mobility within the organization
  - C Work with flatter organizational structures
  - D Provide narrower salary ranges
- 40 This act creates a rolling or open time frame for filing wage discrimination claims and expands the plaintiff field beyond the employee who was discriminated against.
- A Civil Rights Act
  - B Labor-Management Relations Act
  - C Equal Pay Act
  - D Lilly Ledbetter Fair Pay Act
- 41 OSHA gives employees the right to:
- A File an unfair labor practice charge
  - B Refuse to wear safety equipment
  - C Request an OSHA investigation
  - D Override company safety procedures
- 42 What is the most important requirement for a qualified benefit plan in order to be eligible for favorable tax status?
- A The plan must integrate with Social Security
  - B The plan must not discriminate in favor of highly compensated executives
  - C The plan must shift income to post-working retirement years
  - D The plan must provide some type of retirement annuity
- 43 Which of the following will be triggered if a workforce of 48 employees is increased by 20%?
- A FLSA
  - B 401(k)
  - C COBRA
  - D FMLA

- 44 Comparing specific measures of performance data on those measures in "best practice" organizations is known as:
- A Utility analysis
  - B HR auditing
  - C Performance surveying
  - D Benchmarking
- 45 A specialized approach to organizational change in which the employees themselves formulate the change that is required and implement it, often with the assistance of a trained consultant, is called:
- A Organizational development
  - B Skills training
  - C Employee orientation
  - D Sensitivity training
- 46 Angela is an HRBP with the MRA Properties Group. She has strong analytical skills and the ability to establish relationships with others. What other skill should Angela develop to enhance her consultation role?
- A An understanding of the business and the environment in which it operates
  - B The ability to build trust with others
  - C Technical expertise in order to relate with management
  - D Up-to-date knowledge on laws and compliance requirements
- 47 Michael is studying data to detect patterns and relationships that can be used to make predictions and improve decisions. What process is Michael engaging in?
- A Regression analysis
  - B Big data
  - C Cost-benefit analysis
  - D Data analytics
- 48 What is an international labor relations structure in which employees have a role in the management of a company that includes worker representatives with voting rights?
- A ILO
  - B Codetermination
  - C Works councils
  - D International collective bargaining
- 49 Which type of group is most susceptible to groupthink'?
- A A formal group
  - B An informal group
  - C A highly cohesive group
  - D A leaderless group
- 50 A key value that global HR contributes to the value chain is the quality and availability of these employees whose skills are critical to the organization's strategy?

- A Engaged employees
  - B Subject matter experts
  - C High potentials
  - D Pivotal talent pools
- 51 What would a compa-ratio of 105 indicate?
- A Salary range is competitive with the market
  - B Salary range is low in relation to the market
  - C Salary range is high in relation to the market
  - D Average salaries paid are five percent above the midpoint of the salary range
- 52 For which position would an employer most likely be able to support a BFOQ based on gender?
- A Sportscaster
  - B Locker room attendant
  - C Nurse
  - D OB-GYN physician
- 53 A primary employer advantage of implementing a skill-based pay system is:
- A Increased compensation costs
  - B Ease of administration
  - C Increased employee productivity
  - D A reduction of training and development expenses
- 54 Simulation and gaming training is most often directed toward improvements in:
- A Decision making
  - B Human relation problem solving
  - C Diversity initiatives
  - D Culture
- 55 Which of the following is prohibited by the NLRA?
- A Arbitrary injunctions
  - B Employer domination of unions
  - C Yellow-dog contracts
  - D Collective bargaining
- 56 What should a supervisor do if she is aware of a dangerous situation in her department?
- A Stop the operation until the condition is corrected
  - B Advise the supervisor on the next shift
  - C Do nothing until the condition can be corrected without stopping production
  - D Warn the employees involved in the operation of the hazard and continue production
- 57 Under which of the following conditions would a decentralization of staff functions be recommended?
- A Need for contractual negotiations with external agents

- B Function and product/service orientation
  - C Need for collaboration within operating units
  - D Operating units that have conflicting goals and strategies
- 58 Top management has directed HR to develop a middle-management recruitment strategy for the company's new overseas operations. Which of the following techniques would be a necessary before other actions?
- A Anticipated labor needs analysis
  - B Environmental scanning
  - C Trend analysis projections
  - D Delphi judgmental forecasting
- 59 Who of the following is the individual who must make an ethical choice in an organization?
- A Symbolic leader
  - B Obstructive manager
  - C Religious individual
  - D Moral agent
- 60 A corporate-level strategy is concerned with which question?
- A How will we compete?
  - B Should we promote from within?
  - C What business are we in?
  - D Where do we market our products?
- 61 Which of the following is a form of corrective discipline that implements increasingly severe penalties for employees?
- A Employer at will
  - B Employee rights
  - C Constructive discipline
  - D General duty clause
- 62 When this phenomenon exists in an organization, its activities are consistent with future planning, they interact with and support each other, and they are leveraged to reach a goal.
- A Strategic fit
  - B Strategy planning
  - C HR alignment
  - D Functional expertise
- 63 MWH Roads and Drainage uses a standard application form for most jobs in its organization. One of the questions on the form inquires as to the financial liability record of the applicants. If you were conducting an HR audit of this firm, which of the following would help to establish the adverse impact of this question?
- A The applicants response had no impact on the chances of being hired
  - B Minorities are less likely to have financial liabilities
  - C Financial liabilities have nothing to do with job performance

- D Women would be favorably impacted
- 64 Which of the following best describes the Hersey-Blanchard situational leadership theory?
- A It identifies high-risk and high-relationship behavior as the ideal leadership style
  - B It asserts that employees dislike rigid controls and inherently want to accomplish something
  - C It advises using the same style for similar situations and varying the style as the situation changes
  - D It states that leadership is based on an accumulation of traits best suited for managing
- 65 When work relationships are ongoing, which conflict resolution approach would most likely produce a desired outcome?
- A Accommodate
  - B Avoid
  - C Compromise
  - D Collaborative
- 66 Which of the following is an HR structural alternative that establishes an independent department that provides services within a focused area to internal customers?
- A Functional
  - B Matrix
  - C Center of excellence
  - D HRBP
- 67 This is a type of focus group facilitation where the discussion starts with core ideas, and group members add related ideas, indicate local connections, and eventually group similar ideas.
- A Survey
  - B Delphi
  - C Mind mapping
  - D Nominal
- 68 Which of the following is a type of analysis in which factors that can influence an outcome in either a negative or positive manner are listed and then assigned weights to indicate their relative strength?
- A Force field analysis
  - B Critical chain analysis
  - C Regression analysis
  - D Scenario analysis
- 69 Which of the following represents ownership of innovation by an individual or business enterprise, including patented, trademarked, or copyrighted property?
- A Intellectual property
  - B Information property
  - C Self-made property
  - D Company-protected property

- 70 Which of the following is an example of an intrinsic reward?
- A A promotion
  - B A pay raise
  - C An employee's feelings of self-worth
  - D A bonus
- 71 Which of the following is an informational technology framework with tools for gathering, storing, maintaining, retrieving, revising, and reporting relevant HR data?
- A Payroll system
  - B Employee resource system
  - C HR data system
  - D Human resource information system
- 72 What is the difference between direct and indirect compensation?
- A Direct compensation refers to taxable wages and benefits; indirect compensation refers to nontaxable wages and benefits
  - B Direct compensation refers to pay systems; indirect compensation refers to benefits
  - C Direct compensation refers to voluntary wages and benefits; indirect compensation refers to government mandated wages and benefits
  - D Direct compensation refers to the wages paid to the employee on a regular basis; indirect compensation refers to employer contributions to a retirement account
- 73 Salary compression occurs when:
- A New employees are hired at salaries far below those of the current jobholders
  - B A new employee makes more than the current jobholder
  - C All employees in the same position receive the same salary
  - D Foreign subsidiaries pay less than domestic subsidiaries for the same position
- 74 Gaps between actual and desired performance are best identified in which phase of training?
- A Development
  - B Analysis
  - C Design
  - D Evaluation
- 75 According to the WARN Act, what type of notice must an employer provide?
- A 30 days' notice if 500 full- and part-time employees at one site will be laid off
  - B 60 days' notice if 33% of full-time employees at one site will be laid off
  - C 60 days' notice if 500 full- and part-time employees will be laid off
  - D 90 days' notice if a layoff is considered permanent
- 76 The result of which process is a pool of qualified applicants who may be considered for potential employment?
- A Sourcing
  - B Recruiting
  - C Phone screens

- D Peer interviews
- 77 Which of the following is one advantage of internal recruiting?  
A Brings new ideas  
B Provides cross-industry insights  
C Promotes career paths  
D Brings needed competencies
- 78 The most common type of training at all levels of an organization is:  
A Apprentice training  
B On-the-job training  
C Classroom instruction  
D Programmed instruction
- 79 Which of the following union structures requires workers who do not join a union to pay the equivalent of union dues?  
A Closed shop  
B Dues checkoff  
C Agency shop  
D No-lockout
- 80 To ensure that the right individual is available at the right time to fill a job, organizations utilize:  
A Depth charts  
B Replacement charts  
C Organization charts  
D Assessment centers

**Answer Key | Practice Test 7**

Question	Answer
1	B
2	B
3	B
4	B
5	B
6	C
7	C
8	A
9	C
10	D
11	D
12	C
13	A
14	D
15	D
16	A
17	B
18	C
19	D
20	B

Question	Answer
21	D
22	A
23	A
24	B
25	B
26	C
27	B
28	D
29	B
30	D
31	B
32	D
33	B
34	B
35	B
36	C
37	A
38	A
39	B
40	C

Question	Answer
41	C
42	B
43	D
44	D
45	A
46	A
47	D
48	B
49	C
50	D
51	D
52	B
53	C
54	A
55	B
56	A
57	C
58	B
59	D
60	A

Question	Answer
61	C
62	A
63	C
64	C
65	D
66	C
67	C
68	A
69	A
70	A
71	D
72	B
73	B
74	B
75	B
76	A
77	C
78	B
79	C
80	B



<https://thegreygym.com>



<https://youtube.com/c/TheGreyGym>



<https://www.linkedin.com/company/the-grey-gym/>

- 1 An attempt by a union to influence an employer by putting pressure on another employer (like a member of the company's supply chain) is an example of:
  - A Wildcat strike
  - B Secondary action
  - C General strike
  - D Sympathy strike
  
- 2 A typical abuse-control measure to keep employees from taking excessive time off around holidays is to:
  - A Require employees to work the first and last scheduled workdays around the holidays
  - B Allow only employees with significant seniority to combine holidays with vacation days to extend their time off
  - C Allow employees to 'bank' holidays and take the days off at less busy times of the year
  - D Pay employees time and a half for working the day immediately following or preceding a holiday
  
- 3 Affirmative action:
  - A Maintains traditional KSAs where minorities are overrepresented
  - B Encourages hiring underqualified applicants and bringing up their skills with extra training
  - C Requires KSAs for jobs where minorities are underrepresented
  - D Requires applicants to have the basic qualifications for jobs
  
- 4 The loan review department of a major regional bank has an exceptionally high turnover of both administrative assistants and analysts. One administrative assistant came to work at 8 a.m., left for lunch, and never returned. What type of analysis would reveal if there was a need for training in this department that would reduce this level of turnover?
  - A Group
  - B Individual
  - C Job/task
  - D Organizational
  
- 5 Which of the following is a system based on written codes approved by legislative bodies?
  - A Federal law
  - B Religious law
  - C Common
  - D Civil law
  
- 6 Which of the following is an example of a supervisor action that is an unlawful employment action?
  - A Terminating an employee because she complains about continuing derogatory comments her supervisor makes about her physical disability
  - B Humiliating an employee in front of a customer by calling the employee useless
  - C Firing a female employee who fails to perform her job satisfactorily
  - D Promoting an employee because of her high performance

- 7 Which HR structure is defined by geographic regions in the organizational chart?
- A Geographic
  - B Hybrid
  - C Functional
  - D Product
- 8 Which of the following information have courts ruled too vague when making performance-based decisions?
- A Productivity-based
  - B Behavior-oriented
  - C Trait-based
  - D Results-based
- 9 Which of the following represents nontaxable indirect compensation to employees?
- A Wages paid after death in a calendar year
  - B \$4,000 in child care expenses in a flexible spending account
  - C Employer-paid disability benefits
  - D Unrestricted use of a company car (an executive "perk")
- 10 To be eligible for unemployment, a worker must be:
- A Permanently disabled
  - B Injured in a work-related accident
  - C Unemployed (regardless of the cause) and actively seeking work
  - D Terminated for reasons other than gross misconduct
- 11 Which type of HR organizational structure would be most effective for reinforcing headquarters' policy and practices?
- A Decentralized
  - B Dedicated
  - C Functional
  - D Matrix
- 12 Which type of conflict resolution mode is exhibited by the leader that asks those in conflict to bargain, altering positions on different issues until a mutually acceptable solution is defined? The solution relies on concessions.
- A Compromise
  - B Avoid
  - C Assert
  - D Collaborate
- 13 Right-to-work laws give employees the right to:
- A Cross a picket line and work during a strike
  - B Refuse union membership
  - C Continue working after being terminated, pending a grievance proceeding
  - D Stay on the job even though there is no work to do

- 14 A statement of the qualifications necessary to satisfactorily perform a job is called a:
- A Job description
  - B Job analysis
  - C Job specification
  - D Performance standard
- 15 Which of the following is defined by the scenario of management shutting down company operations to prevent union members from working?
- A Lack of "good faith"
  - B Strike
  - C Lockout
  - D Picket line
- 16 A company in the decline phase of the organizational life cycle might attempt which of the following approaches to recovery?
- A Differentiate products
  - B Reduce costs
  - C Emphasize training
  - D Build teams
- 17 In the contingency theory of leadership, what is the term for the extent to which followers' tasks are well defined?
- A Win—win mentality
  - B Leader—member relations
  - C Situational favorableness
  - D Task structure
- 18 Differences in pay between geographic areas are most often attributed to:
- A Supply and demand
  - B Unions
  - C Government influences
  - D Local inflation rates
- 19 A company wishes to determine if changes are needed in emergency response plan responsibilities. Which of the following methods should the company employ?
- A Mock drills and role plays
  - B Computer evaluation
  - C Individualized testing
  - D Group response interviews
- 20 Josh is a top computer programmer with his company. Josh's manager is in the process of analyzing jobs within the computer programming department and has asked Steve to identify behaviors that he believes a computer programmer must have to be successful.
- A He will interpret these behaviors into performance dimensions for the job

- B He will determine the validity of the current testing procedures used in the selection process
  - C He will compare the behaviors that Tom(another employee) listed to those listed in Josh's job description to determine its validity
  - D He will interpret these behaviors into critical work tasks that must be included in the job description
- 21 Which of the following is usually a result of a benefit plan needs assessment?
- A Paying more overtime
  - B Including medical coverage for chiropractic services
  - C Increasing hourly rates for non-exempt employees
  - D Creating a new business objective for the company
- 22 This Act protects employees covered by private retirement programs.
- A Affordable Care Act
  - B Employee Retirement Income Security Act
  - C Tax Equity and Fiscal Responsibility Act
  - D Age Discrimination in Employment Act
- 23 An employee's son is no longer eligible for coverage under the company's health plan. According to COBRA regulations, the dependent is eligible for how many months of insurance continuation?
- A 18
  - B 36
  - C 48
  - D 29
- 24 Which of the following legislation encourages employees to hire targeted groups of job seekers?
- A Work Opportunity Tax Credit
  - B Walsh-Healey
  - C FLSA
  - D ADEA
- 25 Workers' compensation benefits must be provided
- A Regardless of fault in an accident
  - B Only if the employee was wearing PPE
  - C Only if the employee works in a covered industry
  - D Regardless of if the employee attended OSHA training
- 26 An employee is saving in a tax-deferred plan for a child's college education. This plan is a:
- A Roth
  - B 401(k)
  - C 403(b)
  - D 529

- 27 Which financial term is a summary of the organization's financial position at a specific period of time?
- A Equity
  - B Gross margin
  - C Balance sheet
  - D Net income
- 28 Acme Company takes on the role of the insurance company and assumes some or all of the risks. What type of plan is Acme using?
- A Self-funded
  - B HMO
  - C PPO
  - D Cafeteria
- 29 If Prudential Company wanted to reduce employer health care costs, it would:
- A Begin a wellness program
  - B Decrease the eligibility period
  - C Offer an FSA benefit
  - D Decrease the co-pay
- 30 This type of health care plan allows employees to roll over unused account balances from year to year.
- A Health Savings Account
  - B Flexible Spending Account
  - C HMO
  - D PPO
- 31 What type of benefit is Gayle receiving if she is receiving a salary for 225 days while recovering from an accident?
- A Paid time off
  - B Short-term disability
  - C Long-term disability
  - D Flexible time off
- 32 The following is a phenomenon in which an organization fails to recognize and respond to changes in its environment that necessitate strategic change.
- A Internal environment factor
  - B External environment factor
  - C Output factor
  - D Input factor
- 33 Housing patterns is an example of what category of a PESTLE analysis?
- A Economic
  - B Social
  - C Political

- D Environmental
- 34 Which of the following is considered a lagging indicator?
- A Employee satisfaction
  - B Turnover rate
  - C Number of qualified applicants
  - D Net income
- 35 Which communication approach would be best for providing a clear narrative of goals set one year ago?
- A Bar chart that shows actual and planned levels
  - B Pareto chart showing previous areas of effort
  - C Scattergram that shows overall effects on a specific requirement
  - D Histogram showing the representation of specific groups
- 36 Under ERISA, which of the following reports must be sent to employees automatically?
- A Summary annual report (SAR)
  - B Annual report (5500)
  - C Marketplace notification
  - D Workers' compensation certificate
- 37 Under ERISA, when is the annual report (5500) due to be filed?
- A Two months after eligibility of the plan
  - B Three months after eligibility of the plan
  - C Seven months after the end of the plan year
  - D Nine months after the end of the plan year
- 38 What type of learners acquire knowledge most effectively through a hands-on approach?
- A Synthesis
  - B Kinesthetic
  - C Visual
  - D Auditory
- 39 What financial document lists the revenues, expenses, and profits of an organization for a designated period of time?
- A Balance sheet
  - B Income statement
  - C Cash flow statement
  - D Trial balance
- 40 Chain of command refers to which of the following?
- A Extent to which policies and procedures rule the organization
  - B Number of individuals who report to a manager
  - C Line of authority within an organization
  - D Balance between standardization and localization

- 41 Which is the best course of action an IT department should implement to address repeated questions like resetting passwords or archiving an e-mail account?
- A Create a FAQ section on the company intranet with step-by-step instructions
  - B Schedule a meeting with the employees that most frequently request assistance from the help desk
  - C Coordinate refresher courses on a monthly basis for those that need additional IT training
  - D Encourage employees to utilize the company's instant messaging system in order to gain assistance from peers
- 42 What financial metric is calculated by the total profit (sales) after the expenses have been deducted?
- A Gross margin
  - B Equity
  - C Net income
  - D Balance sheet
- 43 What is the main concept behind stakeholder theory?
- A A company affects and is affected by complex interests
  - B True value must be determined by the increase in a firm's net worth
  - C Organizations must see employees as partners rather than foes
  - D All stakeholders must receive value for a firm to be considered socially responsible.
- 44 Which of the following statements best defines due process in discipline for a dischargeable offense?
- A Due process is designed to ensure that disciplined employees are treated fairly and afforded the opportunity to defend themselves
  - B Due process is a feature of a progressive discipline system that incorporates peer review
  - C Due process ensures that discipline cases for dischargeable offences are reviewed by an attorney before action is taken
  - D Due process is designed to communicate and protect an employee's rights in a unionized workplace
- 45 What type of strike occurs without the approval of union leadership?
- A Sit down strike
  - B Wildcat strike
  - C Sympathy strike
  - D Economic strike
- 46 Jessica is observed by her manager, Nigel, violating company policy by working without the required personal protective equipment. Jessica's training records indicate that she completed the training on the proper use of personal protective equipment. Which is the best solution Nigel should take to address this violation?
- A Meet with Sarah as soon as possible and coach her on the importance of personal protective equipment

- B Send an email to Sarah advising her to wear the required personal protective equipment
  - C Call Sarah and ask her why she is violating company policy
  - D Prepare a corrective action report and meet with Sarah as soon as possible
- 47 Which of the following is a compensable factor?
- A Benefits
  - B Seniority
  - C Exempt status
  - D Skills
- 48 Which of the following determines the relative worth of each job in an organization?
- A Job specification
  - B Job study
  - C Job evaluation
  - D Job analysis
- 49 What is the advantage of nonqualified deferred compensation plans?
- A The plans provide incentives for executives to stay with the organization
  - B They are not subject to ERISA and are protected from creditors
  - C They allow all company employees to contribute more than the limits established by the IRS
  - D They provide a more favorable tax advantage to employers than qualified plans
- 50 The Brigdewater Company is faced with the challenge of offering robust benefits to retain top talent while staying within budget or cost constraints. Why is a benefit needs assessment a valuable undertaking?
- A Assessment can assist in aligning the benefit strategy with the organizational brand
  - B Information collected helps the company address the employee financial or health problems impacting productivity
  - C Assessment would determine employee willingness to pay an increasing portion of the plan coverage
  - D A benefit package can have a positive impact on attracting, motivating, and retaining talent
- 51 Which tactic is considered an “unfair labor practice” by the National Labor Relations Board (NLRB)?
- A Lockout
  - B Salting
  - C Boulwarism
  - D Sit down strike
- 52 HR programs that are strategic in nature to support company goals typically include:
- A Trending turnover rates to reduce key employee resignations
  - B Negotiating with a mobility company for relocation services
  - C Designing integrated compensation systems to motivate high potentials
  - D Correcting an underfunded benefit plans of a newly acquired company

- 53 A multinational corporation utilizing a geocentric staffing approach is best described by:
- A Regional staffing plans that are followed exactly
  - B Senior managers that come from all countries and are all cross-trained
  - C Subsidiaries that try to hire host country nationals as much as possible
  - D Workers are hired globally but managers are home country nationals
- 54 Which of the following is an internationally recognized risk management certification that many multinational companies strive to earn to assist in managing their risk maturity?
- A SA 8000
  - B Six Sigma
  - C ISO 31000
  - D 5S
- 55 GWC Consultancy Company is experiencing all-time-high revenue, but profitability has been declining due to increased internal costs of assignments and fierce global competition. Recently, the company has become bureaucratic and somewhat inflexible in its ability to manage change. GWC Consultancy is most likely in which phase of organizational maturity?
- A Introduction
  - B Growth
  - C Maturity
  - D Decline
- 56 Which of the following job design approaches adds tasks to a job to increase the job's complexity, challenges, and responsibilities?
- A Job enlargement
  - B Job enrichment
  - C Job sharing
  - D Job analysis
- 57 Which of the following is the ability to use information to gain a deeper understanding of an organization and make sound business decisions?
- A Advanced business analytics
  - B Online analytical processing
  - C Value chain
  - D Business intelligence
- 58 When looking at expatriate turnover, which of the following is most true?
- A It is lower than other employees
  - B It is higher than other employees
  - C It is about the same as other employees
  - D Being an expatriate does not affect company turnover
- 59 An organization's desired gain or acceptance loss in value can best be described as:
- A Risk averse
  - B Risk tolerance

- C Risk appetite
  - D Risk position
- 60 GSS Security Company has attracted more than 50 applications for its Manager of Compliance position. Which process facilitates sorting to eliminate unqualified individuals?
- A Screening
  - B Interviewing
  - C Assessments
  - D Applicant tracking system
- 61 Which of the following practices will generate a pool of qualified applicants?
- A Posting
  - B Recruiting
  - C Sourcing
  - D Selecting
- 62 When a company offers other benefits, such as learning and development, and attractive roles via career paths, it most likely has a pay strategy of:
- A Leading market competition
  - B Matching market competition
  - C Lagging market competition
  - D Lag-leading market competition
- 63 This is a fairly detailed overview of a candidate's accomplishments, usually found in academia or research.
- A Curriculum vitae
  - B Resume
  - C Interview appraisal
  - D Candidate evaluation
- 64 What are the three key elements found in a job analysis?
- A Assess, design, and develop
  - B Knowledge, skills, and abilities
  - C Formulation, execution, and evaluation
  - D Reaction, behavior, and knowledge
- 65 Grey Moose Co. is striving to reduce employer health care costs. What is the best strategy to support this goal?
- A Offer unlimited PTO for increased relaxation
  - B Promote a wellness program
  - C Increase 401(k) match
  - D Offer flexible work hours
- 66 When looking at training needs, which of the following would you most likely find in a country that has a low power distance culture?

- A Needs analysis is conducted participatively
  - B Decisions regarding who would participate are based on group membership
  - C Individual skill deficiencies may not be expressed
  - D Individuals may be reluctant to discuss developmental needs
- 67 The Bar.Q Company is planning on expanding its product line to include alcoholic spirits. To support the company's strategic planning process, what type of plan should the learning and development department use to present product knowledge training to the customer service agents?
- A Internal
  - B Tactical
  - C Actionable
  - D Strategic
- 68 Which of the following is a measurement of internal processes in the balance scorecard tool?
- A Net income
  - B Customer feedback
  - C Product lead time
  - D Employee skills
- 69 A company trainer is assigned the task of creating an orientation handbook for new hires. The copyright for the book belongs to:
- A The public
  - B The company
  - C The trainer
  - D The new employee
- 70 The best way to align HR development with organizational goals is for the HR professional to:
- A Participate in the strategic planning process
  - B Involve managers in the development of training programs
  - C Reduce learning time for the transfer of learning
  - D Increase the budget for training projects
- 71 A learning organization is an organization that:
- A Encourages each location to function independently
  - B Advocates internal communication rather than external networking
  - C Takes responsibility for the learning of its employees
  - D Manages change and adapts to its environment
- 72 Which of the below is true about adult learners?
- A They are open to new ideas and alternative options
  - B They are not motivated by external incentives
  - C They can assess their own progress and do not need feedback
  - D They are inclined to refer to past experiences and want opportunities to share them

- 73 At Brown Brothers Investment Company, account managers are responsible for collecting unpaid bills. Brown Brothers Investment decides to send account managers to a training course on bill collection. A successful account manager thinks that the course will be interesting but doubts that Brown Brothers Investment will give account managers time for collection activities. In this instance, the training is likely to be minimally successful because the account manager:
- A Seems unmotivated to learn new skills
  - B Lacks the ability to learn new skills
  - C Does not see how the training relates to the job
  - D Doubts that Acme will reinforce the learning
- 74 Which of the following learning activities would appeal primarily to an auditory learner?
- A Diagrams and pictures
  - B Group activities and model building
  - C Lecture and review tapes
  - D Video demonstrations of field events
- 75 Which of the following learning curves describes how most routine tasks are learned?
- A Plateau
  - B S-shaped
  - C Increasing returns
  - D Decreasing returns
- 76 Which of the following learning curves is typically associated with complex tasks such as problem solving?
- A Plateau
  - B S-shaped
  - C Increasing returns
  - D Decreasing returns
- 77 Which of the following learning curves illustrates how a trainee learns the basics of a new complex skill?
- A Plateau
  - B S-shaped
  - C Increasing returns
  - D Decreasing returns
- 78 The sales training seminar is complete, and a participant is able to list the five steps in the selling model. This is evidence of which level of learning?
- A Application
  - B Analysis
  - C Knowledge
  - D Synthesis

## Practice Test 8 (80 Questions)

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- 79 A mechanic is sent to a hydraulics school to learn the latest troubleshooting skills. The goal of the training is to prepare lead mechanics to train other shop mechanics. The training must be focused at what level in order to reach its goal?
- A Analysis
  - B Application
  - C Evaluation
  - D Synthesis
- 80 At which level of cognitive learning is an employee able to make judgements as to which printing process provides better product results?
- A Application
  - B Analysis
  - C Evaluation
  - D Synthesis

**Answer Key | Practice Test 8**

Question	Answer
1	B
2	A
3	D
4	D
5	D
6	A
7	A
8	C
9	B
10	D
11	C
12	A
13	B
14	C
15	C
16	B
17	D
18	A
19	A
20	B

Question	Answer
21	D
22	B
23	B
24	B
25	A
26	A
27	D
28	C
29	A
30	A
31	B
32	C
33	D
34	B
35	B
36	A
37	A
38	D
39	B
40	B

Question	Answer
41	A
42	A
43	A
44	A
45	B
46	D
47	D
48	C
49	A
50	D
51	C
52	A
53	B
54	C
55	C
56	B
57	D
58	B
59	D
60	A

Question	Answer
61	C
62	C
63	A
64	B
65	B
66	A
67	D
68	C
69	B
70	A
71	D
72	D
73	D
74	C
75	D
76	B
77	C
78	C
79	D
80	C



<https://thegreygym.com>



<https://youtube.com/c/TheGreyGym>



<https://www.linkedin.com/company/the-grey-gym/>

- 1 Dashboard Group which is an automotive company has over 900 employees is thirteen separate plants in seven different states. The CEO has asked the HRBP to evaluate its risk management program after a sudden increase in employee complaints and a notice from the OFCCP of an upcoming compliance review. The HRBP decides to start with an audit as the first step in assessing Dashboard Groups current risk of exposure. What is the most probably benefit, other than determining legal compliance, of conducting an HR audit?

  - A Forecasting budget projections for HR operations
  - B Providing an analysis of individual jobs within the HR team
  - C Evaluating and aligning HR practices with business planning and strategy
  - D Benchmarking HR compensation with comparable market data
  
- 2 Dashboard Group which is an automotive company has over 900 employees is thirteen separate plants in seven different states. The CEO has asked the HRBP to evaluate its risk management program after a sudden increase in employee complaints and a notice from the OFCCP of an upcoming compliance review. The HRBP decides to start with an audit as the first step in assessing Dashboard Groups current risk of exposure. After considering what information is being sought, what type of HR audit is the HRBP MOST likely to select?

  - A Best practices
  - B Compliance
  - C Strategic
  - D Function specific
  
- 3 Dashboard Group which is an automotive company has over 900 employees is thirteen separate plants in seven different states. The CEO has asked the HRBP to evaluate its risk management program after a sudden increase in employee complaints and a notice from the OFCCP of an upcoming compliance review. The HRBP decides to start with an audit as the first step in assessing Dashboard Groups current risk of exposure. In the audit report, findings and recommendations are generally prioritized based on:

  - A risk level assigned to each item
  - B cost associated with the recommended corrective action
  - C alignment of the findings with the company's goals
  - D department affected
  
- 4 The PWA (Public Works Authority) has decided to hire a consultant to develop a custom leadership program for its senior manager. A cross functional team agrees on the need that the program will fill and has established goals, topics, and time frames for the leadership program. What is the next step in the process for the team?

  - A Attending off-site leadership development classes to determine what is currently available in the marketplace
  - B Create a RFP and send it to potential vendors
  - C Benchmark its proposed program against those of its competitors
  - D Survey senior managers to see if they would attend the program
  
- 5 The PWA (Public Works Authority) has decided to hire a consultant to develop a custom leadership program for its senior managers. A cross functional team agrees on the need that

- the program will fill and has established goals, topics, and time frames for the leadership program. The cross functional team selects a vendor and must present its decision to the Senior HRBP for budget approval. The HRBP will want to know if the program is cost-effective. The team can BEST make its case by .
- A developing a charge-back plan that shares costs with the participating functions
  - B showing how the anticipated costs will be higher than the expected benefits
  - C comparing the cost per trainee of the selected leadership program to that of other programs in the company
  - D showing how the anticipated costs are offset by the expected benefits
- 6 The PWA (Public Works Authority) has decided to hire a consultant to develop a custom leadership program for its senior manager. A cross functional team agrees on the need that the program will fill and has established goals, topics, and time frames for the leadership program. The PWA (Public Works Authority) estimates the benefit of the leadership program will yield \$500,000 and cost \$200,000. What is the ROI of the leadership training program?
- A 150 Percent
  - B 2.50 Percent
  - C 250 Percent
  - D 60 Percent
- 7 Stationary Inc. best selling product has always been it's height adjustable desk. Due to competitors offering a similar product at lower cost; Stationary Inc. sales numbers have declined. Stationary Inc. has always had an excellent reputation and a strong brand image. Stationary/Inc. is considering whether they should introduce new products to counter the competitions' strategy. What is Stationary Inc. best option for remaining competitive?
- A Reduce the price of their premier selling height adjustable desk to compete with the competition
  - B Redesign the desk and strengthen the market position by highlighting the value of the product
  - C Have the product development team create a low-priced product that can compete at a lower price point
  - D Target customers that are not price-conscious
- 8 Stationary Inc. best selling product has always been it's height adjustable desk. Due to competitors offering a similar product at lower cost; Stationary Inc. sales numbers have declined. Stationary Inc. has always had an excellent reputation and a strong brand image. Stationary/Inc. is considering whether they should introduce new products to counter the competitions' strategy. Stationary Inc. received information form their market research vendor and determines that it should create a new marketing campaign for their desk. What is the HRBP's MOST important role to help with this new campaign?
- A Partner with the recruiting team to hire new employees
  - B Determine how many new employees will be needed in assist in the marketing department
  - C Research the competition's products and report the finding to marketing
  - D Participate in the product development and communication plan

- 9 Stationary Inc. best selling product has always been its height adjustable desk. Due to competitors offering a similar product at lower cost; Stationary Inc. sales numbers have declined. Stationary Inc. has always had an excellent reputation and a strong brand image. Stationary/Inc. is considering whether they should introduce new products to counter the competitors' strategy. Eventually Stationary Inc. decided to re-design the desk. The newly designed desk again has been successful in the marketplace, but the competition has taken note of the changes and begins to incorporate similar features into their products. What will be the biggest challenge for Stationary Inc. now?
- A Retain the employees from the marketing team
  - B Recruit new employees with a love of innovation
  - C Reevaluate production and cut cost where needed
  - D Determine what direction the newly designed desk will take in the future
- 10 Which of the following is the correct order of Maslow's Hierarchy of Needs?
- A Physiological, Safety, Belonging, Esteem, Self-Actualization
  - B Physiological, Safety, Belonging, Self-Actualization, Esteem
  - C Safety, Belonging, Physiological, Esteem, Self-Actualization
  - D Safety, Physiological, Belonging, Esteem, Self-Actualization
- 11 The manager involves his staff in brainstorming sessions, decision making and other critical events; which managerial style is the manager demonstrating as per the Hersey-Blanchard grid?
- A Telling
  - B Selling
  - C Participating
  - D Activating
- 12 What determines Cultural relativism?
- A Cultural norms of an organization
  - B Universal behavior across locations
  - C Organizational principles applied to all department
  - D Local culture, laws, and business practices
- 13 One of the pitfalls of using email as a medium of communication is:
- A Does not record incidents accurately
  - B Information communicated is vague
  - C Can be missed or perceived as a nuisance
  - D Time efficient
- 14 If a manager has a high concern for production and a low concern for people; then as per the Blake-Mouton Model, which manager style is being demonstrated?
- A Telling leadership style
  - B Task manager
  - C Country club leader
  - D Theory Y

- 15 What is the ideal position on the Blake-Mouton Model for an organization to succeed?
- A 9 Concern for Production, 1 Concern for People
  - B 1 Concern for Production, 1 Concern for People
  - C 1 Concern for Production, 9 Concern for People
  - D 9 Concern for Production, 9 Concern for People
- 16 As per the Blake-Mouton Model if a manager is performing in the position of 9 Concern for production, 9 concern for people then what type of leadership style is this manager demonstrating?
- A Country club manager
  - B Team leader
  - C Improvised manager
  - D Middle of the road manager
- 17 As per the Goal-Setting Theory, to motivate employees appropriately, goals should be:
- A Specific and clear
  - B Important to the individual
  - C Realistic but challenging
  - D All the options are correct
- 18 A leader changes his/her approach based on employees' relationship and task needs; which leadership style is this an example of?
- A Motivating leadership
  - B Situational leadership
  - C Aspiring Leadership
  - D Servant Leadership
- 19 As per Fielder's Theory, which three factors that can be changed to make the situation more favorable?
- A Telling, selling, delegating, participating
  - B Leader—member relations, task structure, position power
  - C Directive, supportive, task oriented
  - D Country club management, middle of the road management, team management
- 20 How does an organization achieve ethical universalism?
- A Applying organizational principles across cultures without regard to local ethical norms
  - B Applying organizational principles at satellite offices and altering principles to meet the local ethical norms of the local office
  - C Applying organizational principles to align with external norms of departments
  - D Applying organizational principles to align all departments with the host country only
- 21 Leadership style is plotted against task maturity in which theory?
- A Blake-Mouton
  - B Maslows

- C McClelland
  - D Hersey-Blanchard
- 22 Power, orientation, emotional intelligence, and ethical grounding are key elements to which type of leadership approach?
- A Transformational leader
  - B Trusting leader
  - C Global leader
  - D Great man leader
- 23 What is one negative universal characteristic when building global leaders who will produce positive leadership results?
- A Honesty
  - B Coordinator
  - C Loner
  - D Inspirational
- 24 What is the crux of Herzberg's Motivation Theory?
- A Hierarchy of needs factors
  - B Influencing factors
  - C Off-the-job training and on-the-job training
  - D Extrinsic and intrinsic factors
- 25 People have the need of achievement, affiliation and power however in different proportions and with one type of need predominating; which motivational theory are we describing?
- A Maslow
  - B Vroom
  - C Herzberg
  - D McClelland
- 26 One of the benefits of using a phone call as a medium of communication is that it:
- A Document's communication
  - B Provides more opportunity for feedback
  - C Is useful when communicating with kinesthetic people
  - D Is easier to recognize when someone is lying rather than in person
- 27 One of the main points of Herzberg's Motivation Theory is:
- A Hygiene factor levels must be acceptable in order for the motivation factors to become operative
  - B Employee motivation is not influenced by hygiene factors
  - C Hygiene factors work against motivation factors
  - D Hygiene factors only influence employee behavior after motivation factors have been met
- 28 According to Schein; three individual layers of culture are interrelated, what are they?
- A Artifacts and products, norms and values, basic assumptions

- B Eiffel tower, missile, incubator  
C Family, context, diffused  
D External, singular, organic
- 29 As per the Blake-Mouton theory; if a manager avoids using his/her authority to help nourish their relationship with their team members; then where on the Blake-Mouton grid would they be?  
A High task — Low people  
B Low task — High people  
C Low task — Low people  
D High task — High people
- 30 The \_\_\_\_\_ prioritizes categories from the most frequent to the least frequent.  
A Pareto chart  
B Control chart  
C Project charter analysis  
D Scatter diagram
- 31 Which one of the following is one of the many characteristics of a learning organization?  
A An assessment center  
B On the job training  
C Systems thinking  
D Learning and development
- 32 An organizational change initiative will most likely not succeed if:  
A The organization's leaders do not support the change  
B The employees don't see value in the change  
C The strategic direction from senior leadership was not communicated with the staff  
D All of the options are correct
- 33 The performance management department's data analyst has completed an analysis on the performance of customer service staff. Based on the results, the performance manager has determined that the best course of action for the department is to introduce 'Emotional Intelligence' training. There has not been any investment in training for over three years; and the performance manager is anticipating strong resistance from senior management to introduce a training. Which of the following tools should the performance manager utilize to convince the executive team to sign off on the training?  
A Calculate the return on investment  
B Build a business case  
C Calculate the cost benefit  
D Conduct a SWOT analysis
- 34 Which of the following is the middle value when the numbers are arranged in order from high to low?  
A Middle number

- B Medium
  - C Median
  - D Moving average
- 35 The past seven months have seen a decline in demand for ENLG. company products. As a measure to counter this slump; the executive team has developed a team to recommend a course of action that will maintain current profit levels. Which business functions should be key members of the team?
- A Finance, accounting, and operations
  - B Accounting, production, and marketing
  - C Finance, production, and marketing
  - D Finance, accounting, and marketing
- 36 Which of the following would be conducted as part of a SWOT analysis?
- A Identify threats or opportunities
  - B Take corrective action
  - C Measure organizational performance
  - D All of the options are correct
- 37 An organization's debts are referred to as its:
- A Assets
  - B Liabilities
  - C Equities
  - D Losses
- 38 Which of the following is an example of strategic development?
- A A company opens a new office and relocates staff to enable it to reach a new market for its products
  - B A company decides to market its products internationally
  - C A company offers employees monetary incentives to increase international sales
  - D A company decided to cut back on its international advertising campaign
- 39 The Grey Gym Company ramps up its hiring and onboarding efforts to staff new positions. The Grey Gym is a currently a part of which company cycle?
- A Introduction
  - B Incubator
  - C Retirement
  - D Growth
- 40 As a competitive strategy The Grey Gym Company is committed to differentiation; which of the options below make this evident?
- A Controlling costs, retaining key people, determining compensation strategy, and cross-training employees
  - B Positioning unique product characteristics that customers will value and pay a premium price for

- C Exploiting all economies of scale and focusing on low-cost production to the exclusion of everything else
  - D Formalizing policies, procedures, and rules and communicating them to all employees
- 41 When designing retention strategies, which of the following is the best data to refer to?
- A Turnover trends
  - B Past Retention Analytics
  - C Advances in technology
  - D Attrition rates
- 42 Which if the following should not be mentioned in a company's mission statement?
- A What the company does
  - B The direction of the company
  - C Time frame for completion
  - D Define the company's target customer
- 43 Job applicants who are interested in applying for a position of warehouse supervisor at the Golden Grain Catering Company need to take a lifting test. Test results are consistent, and the test measures what it is intended to measure. The Golden Graining Company lifting test is:
- A Valid
  - B Competent
  - C Reliable
  - D Both reliable and valid
- 44 What measure of variation shows how scores are spread out around a mean?
- A Range
  - B Percent
  - C Median
  - D Standard deviation
- 45 The HRBP at Frost Cupcakes conducts a survey by emailing 100 of their 1,000 employees. This survey is known as a:
- A Sample
  - B A/B Testing
  - C Test
  - D Normal distribution
- 46 The Spotted Goat places an emphasis on training to ensure workforce flexibility and improve the overall productivity of the company. Which phase of organizational development would this be classified as?
- A Incubation
  - B Maturity
  - C Growth
  - D Training and Development

- 47 What is the recruitment cost ratio (RCR) when the external costs are \$200,000, the internal costs are \$200,000, and the total first-year compensation of hires is \$2,000,000?
- A 0.1
  - B 0.05
  - C 0.2
  - D 0.15
- 48 A culture where what you don't get straight to the point is considered a \_\_\_\_\_ culture.
- A Low context
  - B Asynchronic
  - C Synchronic
  - D High context
- 49 Which of the following is characterizes a learning organization?
- A One which manages change and adapts to its environment
  - B One which encourages departments to work together
  - C One which advocates internal rather than external networking
  - D One which provides employees with a learning allowance as a part of the total rewards package.
- 50 Which of the following types of culture expresses themselves by getting straight to the point?
- A High-context culture
  - B Low-context culture
  - C Power distance
  - D Universal
- 51 What is the yield ratio of 6 minority applicants out of a total of 300 applicants?
- A 0.05
  - B 0.02
  - C 0.07
  - D 0.06
- 52 The HR manager is assigned a task to suggest initiatives to help promote and develop a global mindset for employees. Which of the following should the HR manager not include as an initiative?
- A Cultural intelligence training
  - B Travel to domestic locations to experience various cultures
  - C Workshops to learn global trends
  - D Initiatives of cross-border mentoring
- 53 What are the three levels of Edgar Schein's culture framework?
- A Create a financial trend report
  - B Establish the known and uncover the unknowns
  - C Negotiate new labor contracts

- D Amend total rewards packages for all staff
- 54 Which of the following terms best describes a plan that involves selecting the best available candidate for a position, maintaining vertical lines of succession, relying on the manager's judgment, and is typically an informal process?
- A Defined benefit plan with clear contractual terms
  - B Replacement plan in succession planning
  - C Defined contribution plan with employee investment risk
  - D Hybrid retirement plan with a 10-year vesting requirement
- 55 What is the yield ratio of 185 undergraduate applicants out of 300 total applicants?
- A 60
  - B 62
  - C 65
  - D 73
- 56 Development programs, identifying future organizational staffing needs and assessing career strategies are all components of:
- A Career progression
  - B Career growth
  - C Career coaching
  - D Career management
- 57 As an HR manager you hold a disciplinary meeting with one of the staff, what is your next most important action in the performance management process?
- A Implementing an immediate suspension of the employee
  - B Recommending termination to upper management
  - C Assigning additional training to the employee
  - D Documenting the disciplinary action and employee's response
- 58 Common law is based on:
- A Court decisions
  - B EEOC directives
  - C Legislation and government policy
  - D Civil law
- 59 Jennifer is a potential ally and is considered a \_\_\_\_\_ as she knows the company's systems well and knows how to make things happen, especially the decision-making processes and internal requirements of the company.
- A Six Sigma green Belt
  - B Bureaucratic black belt
  - C Benevolent bureaucrat
  - D Tugboat pilot

- 60 Patricia has a good understanding of her own emotions as well as those of others around her. What influencing competency does Patricia have?
- A Social intelligence
  - B Cultural Intelligence
  - C D,E&I intelligence
  - D Emotional intelligence
- 61 The employer and union have reached an agreement to waive the pre-election hearing. What is this kind of election called?
- A Unionized election
  - B Compromised election
  - C Consent election
  - D Voter election
- 62 What is a key component to the employment relationship providing a broad statement that reflects an organization's philosophy, objectives, or standards concerning a particular set of management or employee activities?
- A Values
  - B Onboarding
  - C Orientation
  - D Policy
- 63 John, an HR manager at a commercial real estate firm, just completed a workforce survey to determine the team's perceptions of particular topics, such as culture, company image, safety, and company communication. Which type of survey instrument did John use to assess his workforce?
- A Planning
  - B Opinion
  - C Attitude
  - D Engagement
- 64 Union decertification provides a mechanism for:
- A Employees to bring unfair labor practice charges against unions
  - B Employees to remove a union's authority to enforce union security clauses
  - C Unions to give up their right to represent a bargaining unit
  - D Employees to terminate a union that negotiates an ineffective contract
- 65 Java tea utilizes the marketing strategy of creating a strong point-of-sales presence at the retail level. Which type of marketing strategy is Java tea utilizing?
- A Push strategy
  - B Pull strategy
  - C Product differentiation
  - D Value chain
- 66 What is the first step in the workforce management process?

- A Gap planning
  - B Workforce analysis
  - C Supply analysis
  - D Workforce planning
- 67 Ryan is pulling data from the company's HRIS system in order to perform an analysis of skills and seniority to assist with decision making of a planned elimination of a large number of personnel with the goal of enhancing the company's competitiveness. What process is Ryan's company planning to implement?
- A Divestiture
  - B Merger
  - C Outsourcing
  - D Downsizing
- 68 When HR contributes to the value chain of an organization by providing quality and availability of employees whose skills are critical to the overall business strategy, this process is known as:
- A Establishing effective manufacturing facilities
  - B Establishing pivotal talent pools
  - C Attaining performance management metrics
  - D Attaining adequate staffing levels
- 69 What is the right to make decisions, to direct the work of others, and to give orders?
- A Leadership
  - B Authority
  - C Management
  - D Responsibility
- 70 Which of the following best defines line authority?
- A Management over a small staff in a public firm
  - B Management with flexible decision-making powers
  - C A manager's right to advise other managers or employees
  - D A manager's right to issue orders to other managers or employees
- 71 Which of the following describes the competitive strategies of an organization committed to differentiation?
- A Positioning unique product characteristics that customers will value and pay a premium price for
  - B Controlling costs, retaining key people, determining compensation strategy, and cross training employees
  - C Exploiting all economies of scale and focusing on low-cost production to the exclusion of everything else
  - D Formalizing policies, procedures, and rules and communicating them to all employees
- 72 Toby is the HRBP for Bunder Gifflin Paper Company and is currently working on projects to improve channels of communication so that business strategy can be understood and aligned

- at all levels and in all functions of the company. In what organizational life cycle stage is the Bunder Gifflin Paper Company?
- A Introduction
  - B Growth
  - C Maturity
  - D Data Warehousing
- 73 Stephanie is utilizing the company's ERP system to access the data he needs to sort out the demographic information of the workforce to prepare a chart for the CHRO. What process is Stephanie engaging in?
- A Qualitative data
  - B Query capabilities
  - C Data gathering
  - D Data warehousing
- 74 The J curve is a visual representation of the correlation of productivity and the introduction of change. What is the likely J curve outcome when an intervention is poorly managed?
- A Increases
  - B Decreases
  - C Reduces
  - D Flattens
- 75 How is equity defined in the context of diversity and inclusion?
- A Creating a fair and comprehensive total rewards program
  - B Providing the workforce with the same level of support in training and development
  - C Providing support systems to ensure that everyone in the workforce ends up at the same level
  - D Creating an equal opportunity for all during the hiring process
- 76 Jane is participating as the first chair representative in the negotiation process between union representatives and management representatives for her company. The objective of the meetings is to arrive at a contract defining conditions of employment for the term of the contract and to administer that contract. What process is Jane and the union most likely engaging in?
- A Unfair labor practices
  - B Industrial actions
  - C Union avoidance
  - D Collective bargaining
- 77 Which of the following HR structures delivers savings and increased productivity by locating similar and tactical processes in one location?
- A Dedicated
  - B Functional
  - C Shared services
  - D Center of excellence

- 78 Which of the following HR structures provides more control and consistency across the business units, but at times it can inhibit flexibility and decrease communication?
- A Centralized
  - B Decentralized
  - C Dedicated
  - D Functional
- 79 Which of the following is a key component of creating an HR balanced scorecard?
- A Linking defined department objectives and performance to the company's strategic business goals
  - B Empowering human resources staff with training and development programs
  - C Providing upper management with relevant human resources data
  - D Assisting functional managers with relevant HR feedback
- 80 Which of the following federal laws requires employers to permit employees or their dependents to extend their health insurance coverage at group rates for up to 36 months following a qualifying event such as a layoff, reduction in hours, or employee's death?
- A EEOC
  - B FLSA
  - C COBRA
  - D EEO-1

**Answer Key | Practice Test 9**

Question	Answer
1	B
2	C
3	A
4	B
5	D
6	A
7	B
8	D
9	D
10	A
11	C
12	D
13	C
14	B
15	D
16	B
17	D
18	B
19	B
20	B

Question	Answer
21	A
22	D
23	A
24	C
25	D
26	D
27	B
28	A
29	A
30	B
31	A
32	C
33	D
34	B
35	C
36	C
37	A
38	B
39	B
40	D

Question	Answer
41	B
42	A
43	C
44	D
45	D
46	A
47	B
48	C
49	D
50	A
51	B
52	B
53	B
54	B
55	C
56	B
57	D
58	A
59	A
60	B

Question	Answer
61	C
62	D
63	C
64	B
65	A
66	D
67	D
68	B
69	B
70	D
71	A
72	C
73	B
74	D
75	C
76	D
77	D
78	A
79	A
80	C



<https://thegreygym.com>



<https://youtube.com/c/TheGreyGym>



<https://www.linkedin.com/company/the-grey-gym/>

- 1 An HR leader is known to have effective leadership behavior displayed by:
  - A Having functional expertise
  - B Focusing internally
  - C Resisting stretch goals
  - D Focusing on short-term goals
  
- 2 According to the Hersey-Blanchard theory, which leadership style is the most suitable approach for an entry-level employee?
  - A Participating
  - B Delegating
  - C Selling
  - D Telling
  
- 3 Jonathan is the manager of the purchasing department. In the contingency theory of leadership, which factors could Jonathan use to make the situation more likely to produce positive outcomes?
  - A Communicate ambitious goals with clear directions
  - B Use leader—member relations, clarity in tasks and roles, empowered leader
  - C Support agile team members and the collaborative process
  - D Provide positive task conflict resolution
  
- 4 Glenda is creating an ethical organization by modeling ethical conduct and the organization's values in all of her actions. Which competency is Glenda most likely demonstrating?
  - A Ethical agent
  - B Financial integrity
  - C Personal integrity
  - D Professional integrity
  
- 5 Jim is offering payments to a Canadian logistics company in order to move his company's goods across the border quicker than normally scheduled. What practice is Jim engaging?
  - A Facilitating payments
  - B Bribery to gain influence
  - C Conflict of interest
  - D Illegal behavior
  
- 6 Which of the following human resource management specialties calls for collecting data to write job descriptions?
  - A Job training specialist
  - B Compensation manager
  - C EEO coordinator
  - D Job analyst
  
- 7 Although a cost-saving strategy, this type of structure can encourage loss of managerial control.
  - A Nearshoring

- B Outsourcing
  - C Onboarding
  - D Offshoring
- 8 An HR generalist at Vance Refrigeration has been assigned to the sales department to provide HR management assistance as needed. Which of the following best describes the structure of the HR services provided at Vance Refrigeration?
- A Generalist
  - B Manager
  - C HR business partner
  - D Specialist
- 9 The consonance or compatibility of an organization's strategy with its external and internal environments, especially with regard to the goals and values it chooses and the resources and capabilities that can be deployed toward strategic goals, is known as
- A Strategic fit
  - B Strategy development
  - C Strategy formulation
  - D Competitive advantage
- 10 In this system, employees at each level of the organization set goals in a process that flows from the top to bottom so employees at all levels are contributing to the organization's overall goals. These goals become standards for evaluating each employee
- A Balanced scorecard
  - B Behaviorally anchored rate
  - C Brand pillar identification
  - D Management by objectives
- 11 A company may strategize to internationalize in different ways. One approach is to repurpose an existing discussed facility in a foreign land. This is known as what type of operation?
- A Brownout
  - B Brownfield
  - C Greenfield
  - D Turnkey
- 12 How has globalization and increased competition most likely affected human resource management?
- A Corporate intranets are used by HR managers to communicate important messages.
  - B HR managers need to focus on integrating ethics into a firm's policies and practices.
  - C Benefits administration is increasingly being handled internally as a way to lower costs.
  - D HR managers need to focus on big picture issues to help firms achieve their strategic goals.
- 13 What refers to the tendency of firms to extend their sales, ownership, and/or manufacturing to new markets abroad?
- A Expansion

- B Globalization
  - C Export growth
  - D Diversification
- 14 This refers to goods or services created for or by emerging-economy markets and then imported to developed economy markets.
- A Demographic dichotomy
  - B Reverse innovation
  - C Forming international partnerships
  - D Seeking new foreign product to sell
- 15 Which of the following is a potential disadvantage to consumers of the globalization trend among businesses?
- A Increased costs of goods
  - B Increased insurance costs
  - C Higher labor union fees
  - D Reduced job security
- 16 This well-defined phenomenon of globalization today refers to the sense that we are all instantly and constantly globally connected.
- A Hyperconnectivity
  - B Reverse innovation
  - C Demographic dichotomy
  - D Diaspora
- 17 What term refers to the document that displays a fairly detailed overview of a candidate's accomplishments, usually found in academia?
- A Resume
  - B Curriculum vitae
  - C Letter of intent
  - D Application
- 18 A sales representative who has four primary activities is given three additional activities. The added tasks are at the same level of skill and responsibility. What type of job intervention has the sales representative experienced?
- A Job enlargement
  - B Job rotation
  - C Job enrichment
  - D Job transfer
- 19 Andy is a technical expert, and through his company's promotion structure, he has the opportunity for a meaningful career path outside of traditional management roles. What type of pay structure is Andy's company utilizing?
- A Dual career ladders
  - B Step promotions

- C Job transfers
  - D Leadership development
- 20 Devon is an HRBP for the engineering department of his company and has been tasked with the project of an engagement survey to explore levels of job satisfaction and morale. What is the most important component of the survey questions that Devon should do
- A Questions should be purchased to save time
  - B Questions should be created internally
  - C Senior management should review all questions
  - D Questions should be linked to business objective
- 21 Althea is the HRBP for her business unit and has noticed an increase in turnover during the first 18 months of new hires' employment. Which practice would best address the turnover?
- A Stay interviews
  - B Benchmark new hire compensation
  - C Realistic job previews
  - D Assessment centers
- 22 Globalization, competition, and technology have led to which of the following trends in human resource management?
- A HR managers primarily focus on providing transactional services like recruiting and hiring
  - B Metrics used to measure employee potential have been replaced by standardized testing
  - C HR managers assist top management with developing and implementing new strategies
  - D Employee contracts are frequently used by HR managers to protect the interests of the firm
- 23 Which of the following technology aids is described as software that is owned, delivered, and managed remotely by a provider?
- A Artificial intelligence
  - B Software as a service
  - C Best in breed
  - D Information system
- 24 Which term refers to using external vendors to perform HR jobs that were once handled by a firm internally?
- A Freelancing
  - B Outsourcing
  - C Rightsizing
  - D Warehousing
- 25 Printology streamlined its annual benefits package enrollment by digitizing and aggregating the former paper benefits reports, electronic spreadsheets, and benefit summaries and providing the materials at a single location on the company intranet. Printol
- A Spam filter
  - B Web portal
  - C Query processor

- D Software license
- 26 Which of the following would provide the best solution for a global organization's HR department that needs to immediately provide employees with corporate information?
- A Streaming desktop video
  - B Electronic outsourcing
  - C HRIS
  - D Network monitoring
- 27 An HR manager who wants to analyze the costs associated with each new hire will most likely use which of the following?
- A Podcasts
  - B Web portal
  - C Data warehouse
  - D Public domain software
- 28 Unlike HR managers of the past, modern HR managers must be able to provide which of the following to their client group?
- A Assist with employee training in various departments within a firm
  - B Explain HR activities in terms of a firm's finances and productivity
  - C Determine the most appropriate compensation for employees
  - D Hire workers who are well-matched to a firm's HR needs
- 29 Sagar Mishra earned an MBA degree and is now an HR manager for a Fortune 500 company. In which of the following tasks does Sagar's advanced degree benefit him the most?
- A Using application service providers to expedite employee services
  - B Assisting upper management in formulating business strategies
  - C Distributing pension payments to retiring employees
  - D Recruiting college graduates for entry-level positions
- 30 Which of the following levels of strategy focuses on the future of the organization as a single unit?
- A Functional
  - B Organizational
  - C Business unit
  - D Departmental
- 31 Strategic human resource management refers to which of the following?
- A Formulating and executing human resource policies and practices that produce the employee competencies and behaviors the company needs to achieve strategic aims
  - B Planning the balance of internal strengths and weaknesses with external opportunities and threats to maintain a competitive advantage
  - C Emphasizing the knowledge, education, training, skills, and expertise of a firm's workers
  - D Extending a firm's sales, ownership, and manufacturing to new markets

- 32 Sarah is the CHRO of a Software distribution company, and he has asked his HRBP to gather internal data to determine the organizational current position and capabilities, opportunities, and constraints. In what stage of the strategic planning process is t
- A Implementation
  - B Development
  - C Formulation
  - D Design
- 33 Which of the following tools is an easy and effective process for assessing an organization's strategic capability in comparison to threats and opportunities identified during the environmental scanning process?
- A Scientific rigor
  - B PESTLE analysis
  - C Qualitative opinions
  - D SWOT analysis
- 34 Which term refers to a set of quantitative performance measures that human resource managers use to assess their operations?
- A Case studies
  - B Metrics
  - C Practices
  - D Ratios
- 35 When reducing absenteeism is a goal of the current engagement plan, what metric should the HRBP use to measure specific outcomes?
- A Voluntary turnover rate
  - B Workers' compensation incident rate
  - C Revenue per employee
  - D Employee absence rate
- 36 Which of the following is the starting point to assessing the stability of the workforce via evaluating retention?
- A Understanding employee turnover
  - B Performing an engagement survey
  - C Interviewing managers
  - D Assessing the selection process
- 37 The Delphi technique is MOST commonly used in what type of instance?
- A Support senior management's position on social involvement programs
  - B Qualitatively forecast business plans with the use of isolated experts
  - C Gather objective data for management decision making
  - D Quantitatively define future problem-solving approaches
- 38 What is the extent to which a measurement is free from random error?
- A Sampling

- B Bias
  - C Reliability
  - D Validity
- 39 Alicia is an HRBP for a large Call Centre. She is currently leading a discussion with his HR coordinators to generate new techniques to deliver excellence to their client groups. The group utilizes a whiteboard and places related ideas and logical connect
- A Recorder
  - B Nominal
  - C Mind mapping
  - D Delphi technique
- 40 Jason Ho, an HR manager, recently had a meeting with the production manager to determine if the firm's vacation policy was strictly followed in the production department. Jason's role included knowing the topic well, being a good listener, and possessing
- A Facilitator
  - B Recorder
  - C Expert
  - D Manager
- 41 What is one advantage of utilizing observation as a data source?
- A Uses self-reported data
  - B Requires the ability to remove bias
  - C Time efficient for subjects
  - D Requires skill to be unseen
- 42 Which HR specialty involves preparing job descriptions?
- A Compensation manager
  - B EEO coordinator
  - C Job analyst
  - D Recruiter
- 43 Which of the following would most likely provide assistance to executives with long-term strategic plans?
- A Centers of expertise
  - B Embedded HR units
  - C Corporate HR groups
  - D Professional employee organizations
- 44 What is usually applied to analysis against a baseline, such as meeting production schedules or evaluating budget outcomes?
- A Variance analysis
  - B Ratio analysis
  - C Trend analysis
  - D Metric analysis

- 45 The circumstances under which an organization can terminate employment and the amount of payment the terminated employee receives is prescribed by:
- A The law, which differs by country
  - B The current employer handbook
  - C The original employee offer letter
  - D The employee benefit package
- 46 Learning activities or processes that may occur at any one of several levels within an organization (individual, group, or organizational) are known as:
- A Organizational learning
  - B Learning organization
  - C Development learning
  - D Learning activities
- 47 One of the most important reasons a company should maintain its policies online is to:
- A Communicate only the approved and most current version
  - B Promote usage and acceptance
  - C Communicate to all management
  - D Generate compliance
- 48 Which core function is almost always concerned with the efficient use of resources?
- A Operations
  - B Finance
  - C R & D
  - D Marketing
- 49 The practice of a third party providing dedicated services to HR and locating contractors within HR's organization is known as:
- A Outsourcing
  - B Co-sourcing
  - C Offshoring
  - D Onboarding
- 50 Greg is gathering data about the current workforce and forecasting future workforce needs. What process is Greg engaging in?
- A Workforce planning
  - B Workforce forecasting
  - C Workforce analysis
  - D Workforce staffing
- 51 The most common reason expatriates are chosen for assignment is:
- A Geocentric thinking
  - B Technical expertise
  - C Leadership development

- D Family relationship
- 52 Following Trompenaar's' model, put the phases of diversity and development for multinational corporations in order.
- A International, domestic, global, multinational
  - B Global, international, domestic, multinational
  - C Multinational, international, domestic, global
  - D Domestic, international, multinational, global
- 53 The HRBP has gathered input from a cross-functional group of in-the-field experts to advise her on the future emerging locations in the work for labor unrest and to devise predictions for its potential effect on business and staffing. The process is best
- A Due diligence
  - B Brainstorming
  - C Delphi
  - D Focus group
- 54 Which of the following is an advantage of utilizing a phone call as a means of communication?
- A Takes time and care to create
  - B Requires skill and time to practice
  - C Limits content that can be communicated
  - D Provides more opportunity for feedback
- 55 According to John French and Bertram Raven, what are the five ways in which leaders can create power?
- A Legitimate, reward, motivational, expert, referent
  - B Legitimate, reward, expert, referent, coercive
  - C Legitimate, honest, expert, referent, coercive
  - D Legitimate, reward, expert, dependable, coercive
- 56 Which of the statements is true regarding Maslow's Hierarchy of Needs?
- A Employees inherently do not like to work and must be strictly controlled
  - B Employees dislike rigid controls and inherently want to be successful
  - C Employees' needs are arranged in a hierarchy, and lower-level needs must be relatively satisfied in order for the higher need to emerge or serve to motivate
  - D Employees have three needs (achievement, affiliation, power) and probably have all three needs built in different proportion, with one type of need predominating
- 57 A government entity expects the safety records of a company are accurate and disclose all information about accidents and injuries. This concept is an example of:
- A Honesty
  - B Code of conduct
  - C Transparency
  - D Cultural relativism

- 58 A Vietnamese manager is having trouble providing employee development practices such as coaching and mentoring that emphasize empathy and support. According to Hofstede, this manager is struggling because of which cultural dimension?
- A Power distance
  - B Individualism/collectivism
  - C Uncertainty avoidance
  - D Masculine/feminine
- 59 The HRBP is looking for a high potential with a global mindset to send to India for special projects. What qualities would the HR professional be looking for?
- A The ability to take an international, multidimensional perspective that is inclusive of other cultures, perspectives, and views
  - B The ability to travel and learn other languages and is accepting of different types of food
  - C The ability to grow within the company's current business location
  - D The ability to change other's perspectives to coincide with one's own
- 60 Jessica just sat down to a plate of curry in India. Which cultural layer is exemplified by this meal?
- A Norms and values
  - B Basic assumptions
  - C Artifacts and products
  - D Implicit culture
- 61 Why is it important for the HR professional to apply an understanding of different types of culture in the global workplace?
- A To train local managers
  - B To share expertise with headquarters
  - C To maintain good governance across locations
  - D To help resolve conflicts and tensions that may arise due to differences
- 62 What are the four drivers of globalization strategy?
- A Domestic, multi-domestic, international, global
  - B Market, cost, governmental, competitive
  - C Eiffel tower, incubator, family, guided missile
  - D Ethnocentric, polycentric, regiocentric, geocentric
- 63 Formulation, development, implementation, and evaluation are the four steps of the:
- A Strategic planning process
  - B International assignee process
  - C ADDIE model
  - D Kirkpatrick model
- 64 \_\_\_\_\_ is common in international strategies, which tend to be headquarter-focused.
- A Power distance

- B Uncertainty avoidance
  - C Ethnocentrism
  - D Uncertainty avoidance
- 65 CTR Infotainment fills key positions with nationals of the parent company. Which management staffing scheme is CTR Infotainment utilizing?
- A Polycentric
  - B Regiocentric
  - C Ethnocentric
  - D Geocentric
- 66 Standardized global policies, common business practices, integrated technology systems, and a cohesive corporate culture that transcends geographical boundaries are all characteristics of what?
- A Global integration
  - B Local responsiveness
  - C Geocentricity
  - D Polycentricity
- 67 The HRBP is analyzing the costs and benefits of the assignment. Which phase of the global assignment process is she in?
- A Assessment and selection
  - B Management and assignee decision
  - C Pre-departure preparation
  - D Completing the assignment
- 68 A department has 30 employees; three employees leave and are replaced. What is the retention rate?
- A 0.9
  - B 0.1
  - C 0.3
  - D 0.03
- 69 What is the term that is used to describe a situation where the employee appears engaged by working longer hours and providing positive responses to an engagement survey but does not actually feel or think in an engaged way?
- A Negative engagement
  - B Transactional engagement
  - C Transitional engagement
  - D Emotional engagement
- 70 Which of the following is an example of a realistic job preview?
- A Pre-employment assessment
  - B Behavioral interview format
  - C Interview with future co-workers

- D Situational interview format
- 71 Sniper Systems has assigned the duties of chief sustainability officer to a senior manager and tasked this employee with identifying new opportunities for programs. At what stage of the corporate social responsibility maturity curve is Sniper Systems prob
- A Awareness
  - B Compliance
  - C Transformation
  - D Integration
- 72 Created by a network of business leaders from Europe, Japan, and the United States, what set of sustainability framework resulted from their efforts?
- A Caux principles
  - B ISO 90001
  - C SA 8000
  - D WTO guidelines
- 73 Which of the following is a type of liability insurance covering an organization against claims by employees, former employees, and employment candidates alleging that their legal rights in the employment relationship have been violated?
- A At-will Statute
  - B Employment practices liability insurance (EPLI)
  - C Attorney-client privilege
  - D Certificate of liability insurance
- 74 Jeff shared a customer's social media profile with a client as an example of a compelling profile. The HRBP investigated this situation and concluded that Jeff must be held accountable on the basis of:
- A Transparency
  - B Breach of confidentiality
  - C Conflict of interest
  - D Moral hazard
- 75 A primary advantage of unstructured versus structured interviewing techniques is that:
- A Structured interviews take less time
  - B In an unstructured interview, the interviewer can ask follow-up questions and pursue points of interest as they develop
  - C Unstructured interviews are in compliance with EEOC regulations, whereas structured interviews are not
  - D Unstructured interviews are more cost effective
- 76 A common repatriation problem for international companies is that:
- A Repatriation usually precipitates employee grievances
  - B There is usually high employee turnover following repatriation
  - C Repatriated employees usually demand significantly higher salaries

- D Repatriated employees generally do not wish to return to the U.S.
- 77 Which of the following is an advantage of utilizing a greenfield operation as a means of global expansion?
- A It allows for a new beginning in regard to the workforce, technology, and practices
  - B The new location can leverage the elimination of tensions from the local workforce
  - C The new location can adapt to local laws as needed
  - D It allows for a reduction in cultural tensions and encourages diversity
- 78 Comparing the expense of a program versus its projected and identifiable results is using which planning technique?
- A Zero-based budgeting
  - B MBO
  - C Cost-benefit analysis
  - D Variable budgeting
- 79 Performance standards are the expectations of management translated into which two key elements that employees can deliver?
- A Measurement and feedback
  - B Teamwork and acceptance
  - C Behaviors and results
  - D Productivity and engagement
- 80 An HR professional is investigating reasons for job turnover among company employees moving from one job or department to another. Which data collection method would provide the information without interdepartmental conflicts?
- A Surveys to all employees who have changed positions within the last year
  - B Group interviews with employees and previous supervisors to discuss reasons for job changes
  - C Search through performance appraisal files and personnel records to learn reasons for job turnover within the company
  - D Questionnaires distributed only to employees who have changed positions

**Answer Key | Practice Test 10**

Question	Answer
1	A
2	D
3	B
4	C
5	A
6	D
7	B
8	C
9	A
10	D
11	B
12	D
13	B
14	B
15	D
16	A
17	B
18	A
19	A
20	A

Question	Answer
21	D
22	C
23	C
24	B
25	B
26	B
27	A
28	C
29	B
30	B
31	B
32	A
33	C
34	D
35	B
36	D
37	A
38	B
39	C
40	C

Question	Answer
41	C
42	C
43	C
44	A
45	A
46	A
47	A
48	A
49	B
50	C
51	B
52	D
53	C
54	D
55	B
56	C
57	C
58	D
59	A
60	C

Question	Answer
61	D
62	B
63	A
64	C
65	C
66	A
67	B
68	A
69	B
70	C
71	A
72	A
73	B
74	B
75	B
76	B
77	A
78	C
79	C
80	C



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- 1 In order to identify threats and opportunities in the world outside the organization, HR managers must:
  - A Conduct a competitive analysis
  - B Perform a global analysis
  - C Evaluate the external workforce
  - D Engage in environmental scanning
  
- 2 If the Wage and Hour Division of the U.S. Labor Department investigates an employer's files looking for violations of the FLSA, it will focus on
  - A Employee time records
  - B Tax withholding records
  - C Calculation of compa-ratios
  - D Pay levels for all protected classes
  
- 3 In the HR context, "sustainability" is defined as
  - A The development of organizational policies and procedures that allow the organization to continue to operate in foreign countries which have strict environmental regulation
  - B The requirement for organizations in polluting industries, such as manufacturers and utility companies, to reduce their impact on the environment
  - C The ability to continue to operate, survive and adjust to significant change
  - D The ability to maintain proper employee flow in, through and out of the organization
  
- 4 Which of the following is most associated with Hersey and Blanchard's Leadership Model?
  - A Hygiene factors are important
  - B Goal setting must be collaborating
  - C Leadership is task-relevant
  - D Promotes a single best leadership style
  
- 5 The collective value of the capabilities, knowledge, skills, life experiences and motivation of an organizational workforce is called:
  - A Total human resources
  - B The organization's talent inventory
  - C The organization's intellectual assets
  - D Human capital
  
- 6 Which of the following is not important to performance management?
  - A Setting goals
  - B Proper orientation training
  - C On-going coaching and feedback
  - D Monitoring work objectives
  
- 7 Compensation and benefits managers in almost all organizations face a major and growing concern regarding the cost of
  - A equalization of pay between men and women
  - B incentive pay for hourly employees

- C health-care benefits  
D outsourcing to lower-wage countries
- 8 \_\_\_\_\_ is the concept that the pay for all jobs requiring comparable knowledge, skills, and abilities should be similar even if actual duties and market rates differ significantly.
- A Pay equity  
B Equal pay for equal work  
C Equality in compensation  
D Gender-neutral compensation
- 9 Which is an employer's offering designed to improve and promote health fitness?
- A American with Disability Act  
B Pre-employment physicals  
C Wellness  
D Group health insurance
- 10 \_\_\_\_\_ is the amount estimated to allow an individual to meet his/her basic needs of food, clothing and shelter.
- A The minimum wage  
B fair wage  
C An honest wage  
D The living wage
- 11 401(k) plan auto-enrollment for new hires:
- A Is a requirement of most retirement plans  
B Is not advisable from an employee relations standpoint; employees tend to feel deceived  
C Is not legal  
D Is a great strategy to boost participation and encourage financial responsibility among employees
- 12 As an HR manager, you notice a decline in employee morale and increased absenteeism in your department. During a casual conversation with a few employees, you learn that they are feeling overwhelmed due to increased workload and tight deadlines. What is your next course of action to address this situation?
- A Implement a mandatory overtime policy to meet deadlines.  
B Conduct a department-wide meeting to discuss the issues openly.  
C Assign additional tasks to high-performing employees to balance the workload.  
D Schedule one-on-one meetings with employees to understand their specific concerns and explore solutions.
- 13 In a team meeting, you observe that two team members, Tom and Jenny, are not communicating effectively, and it is affecting the team's collaboration. The project deadline is approaching, and their lack of coordination is jeopardizing the project's success. What is your next course of action to address this situation?
- A Assign blame to either Tom or Jenny in the team meeting to resolve the issue publicly.

- B Ignore the situation, assuming it will resolve itself over time.
  - C Schedule a team-building workshop for the entire team.
  - D Hold a private meeting with Tom and Jenny to understand the root cause and facilitate communication between them.
- 14 What does Title II Genetic Information Nondiscrimination Act (GINA) prohibit?
- A Discrimination of employees or applicants based on gender identity
  - B Discrimination of employees or applicants based on genetic information
  - C Unauthorized sharing of protected health information
  - D Discrimination of applicants based on disability status
- 15 For a profit-sharing plan to be effective, management must:
- A Be willing to disclose accurate financial and profit information to employees
  - B Increase innovative solutions to technical problems
  - C Not have high expectations of performance impact in the first year of the program
  - D Stabilize profits so that the annual payout is consistent
- 16 In which domain is workforce planning and employment a focus?
- A The employee life cycle
  - B Organizational strategy
  - C Managing performance
  - D Human resources operations
- 17 Employees who value \_\_\_\_\_ are most likely to be attracted to jobs allowing them to telecommute.
- A opportunities for early retirement
  - B work variety
  - C a fast-track promotion path
  - D flexibility
- 18 Attrition to reduce an employee surplus is most useful when:
- A Hiring programs are not affected.
  - B Turnover rates in the organization are high.
  - C Employee morale in the organization is low.
  - D The workforce reduction is needed in the short- term.
- 19 Top executives of an organization truly view the top HR executive as contributing to the strategic success of the firm when they request the HR manager to:
- A Improve the implementation of performance appraisals for supervisors
  - B Select a vendor for outsourcing benefits administration
  - C Streamline the employee selection process
  - D Evaluate potential merger candidates for organizational compatibility
- 20 What does the term "Compa ratio" measure in the context of compensation management?
- A The company's financial performance compared to industry benchmarks.

- B The ratio of executive salaries to entry-level salaries within the organization.
  - C The ratio of total compensation to base salary for an employee.
  - D The ratio of bonuses to incentives offered by competitors in the market.
- 21 To limit claims of discrimination, the corporate disciplinary process should be:
- A Standardized
  - B Swift and decisive
  - C Based on OFCCP guidelines
  - D Rigid and unyielding
- 22 The reason that cooperation between operating managers and HR staff is necessary for HR efforts to succeed is that\_\_\_\_\_.
- A HR professionals see the “coarse-grained picture” of organizational strategy while operating managers see the “fine-grained picture” of daily production
  - B HR designs processes that the operating managers must help implement
  - C HR professionals must implement processes that have been designed by top management and which impact operating managers
  - D HR professionals must react swiftly to initiatives created by operating managers
- 23 All of the following are potential outcomes of a successful pay-for-performance plan except:
- A Aligning employee behavior with organizational business goals
  - B Improved safety records
  - C Greater predictability of employee pay
  - D Retention of high performers
- 24 An HR best practice that most directly ties individual behavior to organizational strategy is
- A talent development
  - B pay for performance
  - C stringent hiring standards
  - D flexible work arrangements
- 25 A severe storm has destroyed Dunder Mifflin’s Scranton plant. The CEO decides not to rebuild but to relocate to a southern state and must lay off all the employees at the Scranton plant. As per the WARN Act, the CEO must:
- A Not be required to provide notice or pay as this layoff is due to a natural disaster
  - B Give 60-days advance notice of the layoff
  - C Provide the employees with 60-days pay in lieu of notice
  - D Not relocate as this action could be considered double breasting under Taft Hartley
- 26 What is an advantage of hiring externally rather than from inside the organization?
- A It brings a fresh perspective and creativity to the organization
  - B It can be less expensive for recruiting efforts
  - C It causes less conflict among coworkers
  - D External candidates are likely to be more competent

- 27 Egaar Properties, Inc. is making a bid for a federal government contract to build a bridge. In that bid, the construction company must allow for \_\_\_\_\_ wages for the employees.
- A Living
  - B Prevailing
  - C Minimum
  - D Median national industry
- 28 A new hire employee refuses to join the union and pay dues within the required timeframe of the labor agreement. The employer is forced to terminate the employee. In this case, the union security agreement is best known as:
- A Union shop
  - B Agency shop
  - C Closed shop
  - D Absolute shop
- 29 An employee comes to your office one day and nervously tells you he/she has knowledge of another employ who stole an item from a customer's home. He/she doesn't want to tell you who it is until you guarantee him/her anonymity. How would you handle this?
- A Promise that his/her name will remain anonymous and the employee in question will never know who complained
  - B Explain that you can never guarantee anonymity and that he/she is obligated to give the name of the accused now that you have knowledge of these events
  - C Tell him/her that you will do your best to ensure his/her name is kept confidential, but you can't make any guarantees
  - D Explain the importance of finding the person who stole the item and that you need his/her help
- 30 According to the overtime provisions of the FLSA, all of the following are true regarding non-exempt employees except:
- A They must have their incentive pay added to their base pay used for calculating overtime
  - B They do not qualify for overtime pay if they are traveling by bus to another work location during normal work hours
  - C They must receive overtime pay if they are driving a vehicle to a meeting during regular work hours
  - D They do not receive overtime pay for training that is not directly job related even if the training is outside of regular working hours
- 31 In a competency-based pay system employee are paid \_\_\_\_\_
- A according to their job performance, measured either by quality or quantity
  - B on the basis of their scores on annual competency tests
  - C on the skills and knowledge they have, whether they use these or not
  - D on whether they have added value to the organization in the last year
- 32 Which is the best term when planning & decision making of an organization are concentrated within a particular location/group?

- A Totalitarianism
  - B Governance
  - C Decentralization
  - D Centralization
- 33 In order to motivate workers to better task performance, common goal setting theories state that goals must be accompanied by:
- A Richer financial rewards
  - B Performance feedback
  - C The disciplinary process
  - D Employee engagement
- 34 Under the FLSA, which of the following would be classified as a non-exempt employee?
- A A sales representative who travels 3 days a week to meet prospective clients
  - B An electrician on staff at a casino
  - C The architect overseeing the construction of a new university library
  - D An artist creating murals for a high-end restaurant
- 35 Human resource management is defined as:
- A The design of the interface between the human capital of the firm and its technological and financial capital in order to efficiently and effectively reach organizational goals
  - B The designing of organizational systems to ensure that human talent is used effectively and efficiently to accomplish organizational goals
  - C Supervising, monitoring, controlling, and disciplining employees in order to achieve organizational goals efficiently and effectively
  - D The efficient and effective use and coordination of human capital to ensure the profitability and long- term sustainability of the organization
- 36 Organizational development is best defined as:
- A Identifying, planning and executing necessary changes to the company
  - B An offshoot of human resource development
  - C A system for cultural transitioning after a merger or acquisition
  - D Methods for expanding the workforce
- 37 The explicit aspects of organizational culture include all of the following except:
- A training
  - B regulations
  - C policies
  - D sustainability
- 38 In mergers and acquisitions, the HR planning process begins with what process?
- A Analyzing the internal inventory of HR capabilities
  - B Addressing key HR processes
  - C Optimizing the workforce
  - D Conducting due diligence

- 39 Social media is currently used primarily in which context by the HR department?
- A Exit interviews
  - B Orientation
  - C Professional Development
  - D Employment branding
- 40 Which of the following has the goal to increase organizational performance by aligning goals and employee objectives throughout the organization?
- A Strategy planning
  - B Onboarding
  - C ADDIE Model
  - D MBO
- 41 The first federal law pertaining to labor relations was:
- A Norris-LaGuardia Act
  - B Railway Labor Act
  - C Taft-Hartley Act
  - D Wagner Act
- 42 One kind of bias that can occur during an interview is a halo bias. What is a halo bias?
- A An interviewer observes one positive trait in a candidate, and it positively influenced the perception of other traits
  - B Interviewers tend to rank candidates higher when they are similar to themselves
  - C An interview observes one negative trait in a candidate, and it negatively influences the perception of other traits
  - D Interviewer bases a hiring decision immediately upon their first impression of the candidate
- 43 What is the practice of storing, managing and processing data in remote, Internet-based servers commonly referred to?
- A Software as a Service (SaaS)
  - B Locally hosted computing
  - C Cloud computing
  - D E-commerce
- 44 Illegal acts by either employers or unions are called:
- A discrimination complaints
  - B violation and resolve charges
  - C unfair labor practices
  - D representation charges
- 45 As an HR manager, you are responsible for reviewing job applications and conducting interviews for a new position. How might confirmation bias influence your decision-making in this process?
- A By favoring information that confirms pre-existing beliefs about the ideal candidate.

- B By prioritizing objective assessments and ignoring personal impressions.  
C By seeking diverse perspectives from multiple interviewers.  
D By relying solely on the candidate's resume and ignoring the interview process.
- 46 A long-tenured and valued employee has recently been coming to work late, calling in sick on Mondays, and his/her overall appearance is messy and disheveled. He/she has also been behaving strangely and getting agitated more easily than usual. His/her supervisor has noticed these changes and is concerned about potential substance abuse issues. The next appropriate step would be to:
- A Offer the employee Family and Medical Leave Act (FMLA) protected leave to enroll and attend a rehab program.  
B Explain that despite the substance abuse problem, he/she will be held to the same performance standards as any other employee  
C Your company has a zero-tolerance policy, so his/her employment should be terminated immediately  
D As an active drug addict, he/she is protected under the American Disabilities Act, so work with him/her to find a reasonable accommodation to help him/her get clean
- 47 What happens if an employee on leave submits a medical certification and human resources questions the validity of diagnosis and the professional's credentials?
- A HR may require a second opinion from another health-care provider  
B HR should contact the medical professional for more information to maintain the employee's medical condition  
C HR must make the best determination of its validity based on the information provided to maintain the employee's privacy  
D HR may not contact the medical professional but should contact the employee for more information on the health condition
- 48 Which of the following steps is not considered part of the labor relations process?
- A Workers desire collective representation  
B Union begins its organizing campaign  
C Collective negotiations lead to a contract  
D Injunctions are granted against unfair practices
- 49 A provision, where permitted, of a labor agreement that requires employees to join the union as a condition of employment is called:
- A A closed shop  
B A union shop  
C An agency shop  
D Union checkoff
- 50 The strongest reason to join a union appears to be
- A Favoritism shown by supervisors in promotions, shift assignments, and transfers  
B The need to fraternize with similar employees and assert personal leadership skills  
C Dissatisfaction with wages, benefits, and working conditions

- D Personal preference for a union and social pressure to join
- 51 Which is a measure of internal processes in the balance scorecard framework?
- A Utilization of capital
  - B Profit and loss
  - C Employee capabilities
  - D Operational effectiveness
- 52 What is the most useful approach for attracting high-fit managerial or executive candidates when using e- recruiting?
- A The top salary and benefits package for each position
  - B A simple, universal interface that allows the candidate to see all listings at once without filters
  - C Information about the company culture, including a realistic job preview
  - D Statistical information about the proportion of candidates who are successful on the job
- 53 Which is an effective method for preventing salary compression?
- A Develop large recruiting pools
  - B Develop annual budgets and policies that limit annual salary increases
  - C Limit salary increases for employees at the top of salary ranges
  - D Encourage promotions from within the company
- 54 Companies that assign managers to foreign locations from headquarters follow what kind of international staffing policy?
- A Regiocentric
  - B Geocentric
  - C Polycentric
  - D Ethnocentric
- 55 Which of the following refers to the way organizations manage their relationships with employees as collective group rather than individually?
- A Team setting
  - B Pro management
  - C Union negotiations
  - D Labor relations
- 56 Strikes are largely prohibited in the public sector because
- A bargaining falls within the separate jurisdiction of each state
  - B the services provided by these employees are considered essential to the well-being of the public
  - C worker satisfaction is much higher
  - D federal law provides an effective grievance system
- 57 An HR manager is conducting a performance review for an employee named Chris. The manager has noticed that Chris consistently meets the required targets but tends to avoid taking on leadership responsibilities and collaborative projects. Despite having the skills, Chris

- seems reluctant to step into a leadership role. The manager is concerned about Chris's underutilized potential. What action should the HR manager take in this situation?
- A Recommend Chris for additional training to enhance leadership skills.
  - B Acknowledge Chris's preference for an individual contributor role and adjust expectations.
  - C Promote Chris to a leadership position to challenge and motivate him.
  - D Ignore the reluctance and assign Chris to lead a high-profile project to force leadership development.
- 58 Bargaining on all matters concerning rates of pay, wages, hours of employment, and other conditions of employment falls under:
- A Permissive issues
  - B Adversarial bargaining
  - C The bargaining zone
  - D Mandatory subjects
- 59 The primary form of industrial action taken by employers is:
- A The lockout
  - B The legal injunction
  - C The legal right to hire replacement workers
  - D A work slowdown
- 60 Grievance handling is more successful:
- A In unionized businesses
  - B In non-unionized businesses
  - C When supervisors are formally trained in the terms of the labor agreement and the development of counseling skills
  - D When union stewards are selected by management
- 61 When might a company prefer to use an alternative dispute resolution as a means to address employee relations issues?
- A When there is no union contract with a mutually agreed upon grievance procedure
  - B When the company has too few employees to be covered by employment discrimination laws
  - C When the company wishes to resolve issues in a less contentious way than is typical of addressing complaints through the legal system
  - D When the company has not established a budget line item for attorney fees
- 62 Which of the following is not one of the main reasons why employers are maintaining a nonunion status?
- A Expansion of the participative management style
  - B Competitive wages and benefits being offered in nonunion settings
  - C Profit sharing plans by employers
  - D Less effort on the part of unions to organize
- 63 In the U.S., the primary determining factor in whether employees unionize is
- A the management of the organization

- B federal government
  - C economic pressures
  - D actions by union organizers
- 64 The HR unit's responsibility with respect to unions is to
- A avoid unfair labor practices during organizing efforts
  - B monitor the climate for unionization and union relationships
  - C administer the labor agreement on a daily basis
  - D resolve grievances and problems between management and employees
- 65 The labor relations responsibilities of managers include
- A dealing with union organizing attempts at the company level
  - B helping negotiate the labor agreements
  - C monitoring the climate for unionization and union relationships
  - D administering the labor agreement on a daily basis
- 66 The HR director notices a trend of companies partnering with a not-for-profit organization. Which type of risk could the company avoid by aligning with the charity?
- A Financial
  - B Operational
  - C Strategic
  - D Legal
- 67 How might differing viewpoints, resulting from workplace diversity, impact group and organizational decision making?
- A By leading to faster decisions
  - B By increasing conflict, but leading to higher quality decisions
  - C By decreasing the likelihood of participants accepting the group's decisions
  - D By leading to participants being dissatisfied with the decision-making process
- 68 An employee of a unionized company who is elected to serve as the first-line representative of unionized workers is a (an):
- A Union organizer
  - B Member representative
  - C Union steward
  - D Business agent
- 69 Member elect representatives to interact with management and management may include managers and professionals as well as skilled/unskilled workers describes:
- A Labor union
  - B Heavy manufacturing sector
  - C Healthcare industry
  - D Communications industry
- 70 What is a characteristic of a low-context culture?

- A Words are few and there are long pauses
  - B Others are blamed for failure
  - C Time is flexible
  - D The end product is the most important
- 71 Unionized airline pilots are covered under the:
- A Wagner Act
  - B National Labor Code
  - C Airline Employment Act
  - D Railway Labor Act
- 72 What is the first step in the workforce planning process?
- A Analyze the available labor supply
  - B Identify the strategic staffing goals
  - C Forecast the organization's demands for labor
  - D Identify business strategy
- 73 The \_\_\_\_\_ Act, passed in 1947, answered the concerns of many that unions had become too strong, and attempted to balance the collective bargaining equation.
- A Norris-LaGuardia
  - B Landrum-Griffin
  - C Taft-Hartley
  - D Wagner
- 74 The purpose of right-to-work laws is to
- A encourage full employment in the economy
  - B make it illegal to force people to join a union to get or keep a job
  - C require that employers bargain in good faith with union representatives
  - D prohibit unions from organizing in a particular state
- 75 A firm that requires individuals to join a union before they can be hired is called a/an \_\_\_\_\_ shop.
- A restricted
  - B union
  - C agency
  - D closed
- 76 A/an \_\_\_\_\_ shop requires employees who refuse to join a union to pay amounts equal to union dues in return for the union's representation services
- A restricted
  - B union
  - C agency
  - D closed

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- 77 What conflict management technique is the most appropriate when maintaining a good long-term relationship is very important?
- A Compromising
  - B Collaborating
  - C Avoiding
  - D Accommodating
- 78 What factor would be considered an HR organizational strength in a strengths, weaknesses, opportunities and threats analysis?
- A Market position
  - B Global expansion
  - C Technological advances
  - D Intellectual capital
- 79 Which employee recognition practice best fulfills an employee's need for self-actualization under Maslow's hierarchy of needs?
- A Career development opportunities
  - B Job-specific training
  - C Peer-to-peer recognition programs
  - D Compensation and benefits
- 80 Which principle of international labor is a global organization following by eliminating child labor in its worldwide factories?
- A Internal framework agreement
  - B Core labor standards
  - C Decent work agenda
  - D Forced labor convention

**Answer Key | Practice Test 11**

Question	Answer
1	D
2	A
3	C
4	C
5	D
6	B
7	C
8	A
9	C
10	D
11	D
12	D
13	D
14	B
15	A
16	D
17	D
18	B
19	D
20	C

Question	Answer
21	A
22	B
23	C
24	B
25	C
26	A
27	D
28	A
29	A
30	D
31	C
32	D
33	B
34	B
35	B
36	A
37	D
38	D
39	D
40	D

Question	Answer
41	B
42	A
43	B
44	C
45	A
46	A
47	A
48	D
49	B
50	C
51	C
52	C
53	D
54	D
55	D
56	B
57	B
58	D
59	A
60	C

Question	Answer
61	C
62	D
63	A
64	B
65	D
66	C
67	B
68	C
69	A
70	B
71	D
72	A
73	C
74	B
75	D
76	C
77	B
78	D
79	A
80	B



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- 1 The checkers and baggers at Al Meera Hypermarket have approached the loading dock workers to cooperate in a union organizing attempt. The NLRB will decide whether these three groups of employees constitute a bargaining unit based on:
  - A Mutuality of concerns
  - B Community of interest
  - C Commonality of conditions
  - D Similarity of employment
  
- 2 At which step in the development of an organization's corporate social responsibility (CSR) program is HR representation most critical?
  - A Establishing the mission, vision, and values
  - B Developing the CSR strategy
  - C Responding to reports of violations of corporate standards of conduct
  - D Conducting orientation and training
  
- 3 Which is the best example of noise during the communication process?
  - A Failing to carefully read an important message due to a high volume of emails
  - B Attempting to understand the technical jargon contained in a colleague's memo
  - C Communicating gaps in benefits knowledge to an associate
  - D Using video conference instead of a conference call when meeting a client
  
- 4 Which environmental factor is the most consistent throughout a global organization?
  - A Economical
  - B Political
  - C Technological
  - D Social
  
- 5 The process of \_\_\_\_\_ uses a neutral third party to make a decision when there is an impasse in collective bargaining.
  - A arbitration
  - B conciliation
  - C mediation
  - D fact-finding
  
- 6 Union members refuse to work in order to put pressure on an employer during a
  - A slowdown
  - B lockout
  - C strike
  - D boycott
  
- 7 The unionized employees and the management of Star Travels have had a history of hostile relations. The union contract has a no-strike clause that applies during the life of a labor contract. One day, 33 employees throw down their tools in disgust at a supervisor's comment that they will all be working weekends for the next three months. The workers walk out. These employees have engaged in a (an):

- A Wildcat strike
  - B Unfair labor practice strike
  - C Legal protest
  - D Work slow-down
- 8 Which is an example of an intangible reward provided as part of a total rewards compensation philosophy?
- A Employee training
  - B Paid time off
  - C Workplace autonomy
  - D Equity award
- 9 Which is the best example of a lag indicator of business performance?
- A Profit
  - B Employee engagement
  - C Customer engagement
  - D Attrition ratio
- 10 Which is the initial step in the development of a diversity training program?
- A Select appropriate training method
  - B Analyze diversity training marketplace offerings
  - C Analyze competitors' diversity training
  - D Develop diversity training goals
- 11 The NLRB will not set up bargaining units based on:
- A Wages
  - B Training
  - C Job duties
  - D Age of employees
- 12 A new father, who has not exhausted his Family and Medical Leave Act (FMLA) leave for the year, has requested the next 12 Fridays off to care for his new baby. He cites "baby bonding time" under the FMLA law and fees that this intermittent leave qualifies His supervisor had expressed the challenge this will present his department as they usually have a time-sensitive report to submit each Friday. What is the best course of action for the company?
- A Decline the employee's request as this would clearly present a hardship on this department
  - B Approve the employee's request as he still has FMLA leave available
  - C Speak with the supervisor to see if other employees in the department would be able to work overtime on Fridays to cover the absence of this employee. If so, allow the request
  - D Require that the employee uses vacation time or paid time off as this would not quality for FMLA
- 13 After a lengthy investigation concludes, a sexual harassment complaint is determined to be unfounded. What is the most appropriate course of action?
- A Disciplinary action for the complainant- there were no grounds for the complaint

- B Disciplinary action would be considered retaliation if the complainant were to be disciplined for making a complaint
  - C Initiate a gentle conversation with the complainant and subject together to describe the results of the investigation
  - D Disciplinary action should be taken only if the reason was malicious
- 14 Which statement does not describe unlawful harassment?
- A Unwelcome conduct that is based upon the victim's protected status
  - B Any type of bully or unwelcome conduct from a supervisor
  - C Enduring offensive conduct becomes a condition of employment
  - D Behavior that is severe and pervasive enough that a reasonable person would find it hostile or abusive
- 15 Pickets may prevent trucks and railcars from entering a struck business because
- A the union has a legal right to obstruct the business of the employer they are striking against
  - B picketing during a strike carries a legal obligation on the part of the employer to cease operations, including delivery of goods and materials
  - C Operators of trucks and railcars must get permission from the picketing union to enter the premises
  - D unions often refuse to cross another union's picket line
- 16 In order for an employee's grievance to be considered formally
- A it must be in direct violation of the labor agreement
  - B it must have resulted in loss of pay or economic benefit to the employee
  - C it must be filed with the National Labor Relations Board
  - D it must be expressed orally or in writing
- 17 You are a supervisor who manages a small team of three professionals. One in particular is a high performer with a great attitude. Unfortunately, he/she made a huge error on his/her most recent client report, which ended up costing the organization a significant amount of money. It is an error that you need to address, but you don't want to dampen his/her spirits as he/she tends to be sensitive to developmental feedback. How should you proceed?
- A Send an email with the details of the mistake to be less confrontational
  - B Explain the mistake and the impact it had on the company. Warn him/her that if it happens again, he/she might be disciplined
  - C Document the event in the details of his/her next performance review
  - D Remain neutral and state the facts of the mistake in the report. Ask for feedback on how he/she can avoid these mistakes in the future
- 18 Under Fair Labor Standards Act (FLSA) guidelines, what are employees entitled to?
- A One 30-minute lunch and two 15-minute breaks for every eight hours worked
  - B No required lunch or rest periods
  - C One hour lunch and two 10-minute breaks for every eight hours worked
  - D One 30-minute lunch break for every four hours worked

- 19 The Screen Actors Guild, where all the members work as actors in movies, TV, and videos is a \_\_\_\_\_ whose members do one type of work, often using specialized skills and training.
- A craft union
  - B apprenticeship guild
  - C industrial union
  - D membership guild
- 20 Amid the general trend of union decline, union membership is growing among unions in the \_\_\_\_\_ industry.
- A aviation
  - B chemical
  - C communications
  - D health-care
- 21 The Wagner Act, the Taft-Hartley Act, and the Landrum-Griffin Act are collectively known as the:
- A Constitution of Labor
  - B Labor/Management Acts
  - C National Labor Code
  - D Employee Relations Acts
- 22 The union organizing campaign at Harvest Ocean, Inc. has been intense. Neither the union nor the company feels that the election is a sure victory for it. Every vote cast by the 400 employees in the bargaining unit is critical. At the end of the election, only 300 employees have voted For the UNION to win, it needs to have votes.
- A 200
  - B 201
  - C 250
  - D 151
- 23 Graeme's supervisor has asked to speak with him privately about an "important matter." Graeme is a unionized employee. He suspects that his supervisor plans to give him a written warning about being tardy in returning from lunch. According to Graeme's Weingarten rights:
- A His supervisor may not discipline a unionized employee unless the formal grievance procedure has begun
  - B The supervisor must request permission from the union steward to question Graeme
  - C He may file a grievance against management if the interview results in discipline
  - D Graema has the right to insist that a union representative be present
- 24 What is a "top-heavy" 401(k) plan?
- A A plan with an average deferral by highly compensated employees at 2% greater than non-highly compensated employees
  - B A plan with more than 60% participation by executives
  - C A plan with greater than 40% of its total value in the accounts of "key" employees

- D A plan with greater than 60% of its total value in the accounts of “key” employees
- 25 Green Valley, a national chain of grocery stores, was locked in a long and bitter economic strike with the union representing its employees. During the strike, Green Valley replaced the striking workers. Now that the strike is over, many of the strikers want their old jobs back. Green Valley.....
- A must rehire these former employees in states where there are right-to-work laws
- B may replace these former employees
- C cannot legally rehire these former employee
- D must rehire these former employees in all states in which Fresh Foods operates
- 26 Focus groups are an effective means of gather employee feedback. In what circumstances are they best suited?
- A Unstructured brainstorming sessions
- B Fewer than five participants
- C Employees in the same division or department
- D Specific subjects of discussion
- 27 After a hard-fought union organizing campaign, which Universal Elements lost, the first contract negotiations have begun. Universal Elements hopes to wear down the union in negotiations and have a contract that is favorable to management. As part of this strategy, Universal Elements is requiring that the management contract negotiators must return for top management approval of each and every issue that arises during negotiations. Universal Elements is
- A not negotiating in good faith
- B engaged in typical collective bargaining behavior
- C showing willingness to cooperate in the give-and- take of negotiation
- D being a skillful negotiator
- 28 It would be an unfair labor practice to \_\_\_\_\_ during the unionization process.
- A forbid distribution of union literature during work hours in work areas
- B promise employees pay increases if they vote against the union
- C tell employees the disadvantages of having a union
- D discipline an employee who violated company policy.
- 29 Human resources have been tasked with creating a comprehensive and consistent training program in an organization that has never had a structured program in the past. Previously, training was administered and tracked differently across departments according to their specific needs and requirements. What should be human resource’s first task in creating the program?
- A Researching learning management systems—obtaining quotes, checking references, and so on
- B Becoming familiar with the legal requirements and best practices of training programs in the industry

- C Creating an organization-wide training calendar with scheduled training assignments and due dates
  - D Taking inventory of each department's training needs and current processes
- 30 Human resources have been tasked with creating a comprehensive and consistent training program in an organization that has never had a structured program in the past. Previously, training was administered and tracked differently across departments according to their specific needs and requirements. What criteria is the least important to consider when deciding on training delivery methods and course durations for the new program?
- A Legal obligations to remain compliant
  - B Workplace logistics and preferred learning styles of employees—that is, are there field-based employees who may not have easy access to a learning management system, or perhaps employees aren't able to step away from their desks for long durations
  - C Current training delivery methods and course durations
  - D The content of the training being delivered
- 31 When preparing to make an offer to a candidate, recruiters must consider several factors before deciding how much to offer within the applicable pay scale. What factors should NOT be considered?
- A The candidate's expectations
  - B The candidate's current compensation
  - C Internal equity- how much the other incumbents are being paid for the same job
  - D The candidate's potential commute
- 32 A bargaining unit consists of:
- A Employees being recruited by the union
  - B Employees to be covered by the agreement
  - C Hourly employees
  - D Employees below the management level
- 33 A supervisor, Jake, gives you a call and says, "I have an issue. Another supervisor, Kyle, made a joke about one of my employees that made her feel uncomfortable." Jake goes on to describe the insensitive joke about a "black gay person" that Kyle told the African American employee, Brenda. Jake finishes with, "So what do I do?" Kyle is a well-liked supervisor who has never crossed the line before. According to Jake, Brenda and Kyle are friends, and she doesn't want him to "get into trouble," but she thought she should at least mention it. Which is the best next step for HR?
- A Document the interaction between Kyle and Brenda based on the facts presented by Jake. Save it in case another questionable scenario with Steve ever comes up
  - B Speak with Brenda directly, and document the conversation. Ask her how she wants you to proceed
  - C Thank Jake for bringing this to your attention, and ask that he let you know if it ever happens again. Take no further action because this was an isolated incident with Kyle
  - D Have an informal but stern conversation with Kyle. Explain that his joke was inappropriate and should never happen again

- 34 A number of legal tactics may be used by management representatives to try to defeat a unionization effort. These include:
- A Threatening to close down or move the company if a union is voted in
  - B Asking employees how they plan to vote or if they have signed authorization cards
  - C Showing employees articles about unions and relating negative experiences others have had elsewhere
  - D Urging employees to persuade others to vote against the union
- 35 In the context of Fair Labor Standards Act (FLSA) which statement is true regarding the concept of workers being “engaged to wait” versus “waiting to be engaged”?
- A An employee who is “engaged to wait” is relieved of duty, so he/she does not need to be paid unless he/she is called to work
  - B An employee who is “engaged to wait” is generally on call and can use his/her time freely as long as they’re able to make it to the workplace in the event they are called
  - C An employee who is “engaged to wait” is effectively on duty and must be paid for that time
  - D An employee who is “waiting to be engaged” is usually required to remain at the workplace or nearby in case they are needed
- 36 Right-to-Work laws allow states to
- A establish emergency strike provisions when a strike threatens public welfare
  - B maintain a list of arbitrators to assist in contract settlement
  - C pay less than the federal minimum wage
  - D forbid compulsory union membership.
- 37 Which of the following is prohibited by the NLRA?
- A Arbitrary injunctions
  - B Collective bargaining
  - C Employer domination of unions
  - D Yellow dog contracts
- 38 Which of the following statements about the Taft-Hartley Act is true?
- A It allowed employers to file ULP charges against unions
  - B It established the NLRB
  - C It prohibited paycheck deduction of union dues
  - D It allowed employers to establish company- sponsored labor unions
- 39 Return to Work (RTW) programs are an effective tool to help transition employees back to full duty. When are they used?
- A An employee experiences an injury, whether on the job or off duty
  - B An employee experiences an on-the-job injury
  - C Family and Medical Leave Act (FMLA) protected leave is denied for the employee
  - D An employee’s physician will not give a medical release

- 40 Stark Corp is experiencing a rapid increase in new projects and, in turn, revenue. Because of this influx of new work, the hiring pace has quickened as well. The employee headcount is projected to grow from 5000 employees to 6000 over the course of the year. Unfortunately, turnover seems to be increasing at the same rate, and it seems to be mostly newer employees leaving the organization. What would be the most impactful action human resources could take to identify the cause of this increase in turnover?
- A Conduct exit interviews with each employee who leaves the organization. Identify trends in the reasons mentioned
  - B Speak with the managers of each exiting employee. Ask if they have any insight on why the individuals are choosing to leave the organization
  - C Analyze the recruitment strategy and interview notes when the employee was hired. Because they're often new employees who leave quickly, it's likely that the wrong hiring decision was made
  - D Send out an employee satisfaction survey to all employees. Identify areas of discontent among current employees
- 41 Stark Corp is experiencing a rapid increase in new projects and, in turn, revenue. Because of this influx of new work, the hiring pace has quickened as well. The employee headcount is projected to grow from 5000 employees to 6000 over the course of the year. Unfortunately, turnover seems to be increasing at the same rate, and it seems to be mostly newer employees leaving the organization. The exit interview comments have shown that employees feel overwhelmed and burnt out—this is causing employees to quit within their 90-day probationary period. What would be a possible solution human resources could take to reduce turnover?
- A Introduce every Friday as a work-from-home day to improve work-life balance
  - B Improve new hire orientation and training, ensuring that new hires are able to get up to speed quickly
  - C Implement realistic job previews during the interview process to give candidates a better idea of what will be expected of them
  - D Speak with managers and supervisors, relay this information, and request that they lighten the workload for all employees
- 42 How would you describe the most effective approach to diversity recruitment?
- A work assignments and the filling of vacant positions.
  - B Alter workplace practices to appeal to multiple generations of employees-leverage technology where appropriate, and train older workers on this technology
  - C Train hiring managers and other interviewers on appropriate, and inappropriate, questions to ask during an interview
  - D Expand advertising sources to include diversity-focused professional organizations and websites
- 43 According to Maslow's Hierarch of Needs, what follows the need for feeling valued and respected as the highest step in the pyramid?
- A Physiological
  - B Love and belonging

- C Safety and security
  - D Self-actualization
- 44 Double-breasting is defined as:
- A An employer who has separate operations, both of which are union
  - B An employer who has a union operation and a network of nonunion allies
  - C An employer who has both union and nonunion operations
  - D Employers who have an agreement to provide labor to each other during strikes
- 45 What guideline does the 4/5 rule refer to?
- A Potential disparity in recruitment and selection of protected classes
  - B Affordability for health-care insurance under the Patient Protection and Affordable Care Act
  - C Eligibility for labor union membership
  - D An employee's ability to perform the essential functions of his/her job
- 46 A CEO of a mid-sized technology company has gained a reputation for berating others in meetings, firing employees who make minor mistakes, and micromanaging his/her senior leadership team. How would you describe the likely culture of the company and its employees?
- A Competitive among employees with a cutthroat mentality
  - B Fear based with minimal contribution from employees
  - C Tight-knit-employees commiserate about their experiences with the CEO
  - D High-performing-employees wanting to prove to the CEO wrong by doing their best work
- 47 A CEO of a mid-sized technology company has gained a reputation for berating others in meetings, firing employees who make minor mistakes, and micromanaging his/her senior leadership team. As a human resources (HR) leader in this organization reporting to the CEO, how would you propose fixing this leadership challenge?
- A Clearly communicate with your own HR staff and other employees in the organization that you're aware of the issues and are working to resolve it. Offer an open door to anyone who needs to talk about their challenges
  - B Hire a third-party consultant to conduct a leadership assessment with the entire executive team, including the CEO
  - C Launch an internal investigation into inappropriate behaviors by the CEO. Interview multiple employees across the organization about their unpleasant interactions
  - D Begin looking for another job. The CEO runs the company how he/she wishes and will likely not be receptive to feedback or any attempts to correct behavior. It's best to begin looking for a better work environment elsewhere
- 48 Which of the following processes results in a decision that is binding to both parties?
- A Facilitation mediation
  - B Fact-finding mediation
  - C Arbitration
  - D Alternative dispute resolution

- 49 Which of the following is considered a lawful practice?
- A Featherbedding
  - B Slowdowns
  - C Wildcat strikes
  - D Sympathy strikes
- 50 \_\_\_\_\_ is the practice in which unions use paid organizers to apply for jobs at a targeted employer for the purpose of trying to organize other workers.
- A Planting
  - B Intruding
  - C Subversion
  - D Salting
- 51 Dependent enrollment with COBRA continuation coverage:
- A Is required if the primary beneficiary is enrolled
  - B Is allowed even if the primary beneficiary is not enrolled
  - C Is only permitted if the primary beneficiary is enrolled
  - D Is generally not permitted in any insurance
- 52 Which step is not part of the evidence-based decision-making process?
- A Identify and frame the situation
  - B Consider the opinions of applicable subject matter experts
  - C Ask for factual feedback from stakeholders
  - D Gather evidence from internal and external sources
- 53 Which one of the following is considered a legal tactic which management may use to attempt to defeat a unionization effort?
- A Showing employees articles about unions and relating negative experiences which others have had elsewhere
  - B Asking employees how they plan to vote
  - C Threatening to close down a plant or move the company if a union is voted in
  - D Urging employees to persuade others to vote against a union
- 54 How would you describe employee engagement?
- A An employee who is ambitious and works hard but is always looking outside the organization for new opportunities
  - B Engagement that is generally higher within the first 30 days after hire but that usually fades
  - C An employee who is satisfied with his/her job
  - D An employee with commitment to the organization and motivation to perform well
- 55 GXA is an insurance company with 700 employees based out of the home office in Maine. They have 250 employees working remotely from their homes all over the country. The GXA office is always buzzing with activity and events— company meetings, Friday social hour, summer BBQ, and holiday parties for employees and their families. The remote employees have been complaining because they feel disconnected from the home office. Unfortunately,

- the budget doesn't allow for frequent visits for the remote employees to visit the home office. What would be a creative solution to help the remote employees feel more included while keeping costs low?
- A Post photos of the events on the company intranet so remote employees can see them
  - B Invite the remote employees to attend the holiday party and summer BBQ; however, they would be responsible for covering the cost of their own transportation and lodging
  - C Set up a dial-in/web cam for the company meetings and social events so that remote employees can hear and see the activity
  - D Organize periodic social meet-ups for remote employees who live near one another
- 56 GXA is an insurance company with 700 employees based out of the home office in Maine. They have 250 employees working remotely from their homes all over the country. The GXA office is always buzzing with activity and events— company meetings, Friday social hour, summer BBQ, and holiday parties for employees and their families. The remote employees have been complaining because they feel disconnected from the home office. Unfortunately, the budget doesn't allow for frequent visits for the remote employees to visit the home office. What is the biggest disadvantage of having a remote workforce?
- A The possibility for employees to misrepresent their work time
  - B Lack of communication between coworkers and employees and managers
  - C Home-based employees likely to encounter too many distractions and not being as efficient
  - D Possible safety and risk concerns for employees to hurt themselves away from the office
- 57 GXA is an insurance company with 700 employees based out of the home office in Maine. They have 250 employees working remotely from their homes all over the country. The GXA office is always buzzing with activity and events— company meetings, Friday social hour, summer BBQ, and holiday parties for employees and their families. The remote employees have been complaining because they feel disconnected from the home office. Unfortunately, the budget doesn't allow for frequent visits for the remote employees to visit the home office. What could be the biggest advantage of having a remote workforce from a human resources perspective?
- A Lower overhead costs-less office space and equipment required
  - B No commute for remote employees, resulting in fewer emissions for the environment
  - C Better overall work-life balance for remote employees, resulting in higher morale and more successful recruitment efforts
  - D No need for child care for remote employees
- 58 What questions should interviewers avoid asking candidates during an interview?
- A Are you able to work for our company without immigration sponsorship?
  - B It sounds like you have an accent. Where are you from?
  - C Do you live close to our office?
  - D Are you able to perform the work duties without accommodation?
- 59 \_\_\_\_\_ is a process that uses a neutral third party to make a decision.
- A Arbitration

- B Mediation
  - C Negotiation
  - D Collective bargaining
- 60 A unionized employee generally has a right to union representation if he/she is being questioned by management and if discipline may result. These are called:
- A Representation
  - B Weingarten rights.
  - C Neffler rights.
  - D Wagner rights.
- 61 At the TelNet call center, a male accent instructor comments about a female employee saying she has “kissable lips”, he then approaches her and grabs her cheeks forcing her to pout her lips. She pushes him away and tells him to stop. The following day he teases her about the incident. The employee reports both incidents to the Toby Henderson the HRBP for the TelNet call center. The first thing Toby should do is:
- A Give the female employee a few days off to compose herself
  - B Begin an investigation
  - C Transfer the female employee to another TelNet call center.
  - D Suspend the male employee without pay
- 62 An accent instructor has been 10 to 15 minutes late each day. When Toby Henderson the HRBP brings up the issue with the employee she learns that the employee’s spouse has dementia and the employee cannot leave home until the caregiver arrives. What is the BEST option that will meet the needs of the employee and the company?
- A Toby should recommend the employee be terminated due to poor attendance
  - B Management should allow the employee to shorten the workday by 15 minutes
  - C Management should deduct the employee’s pay by 15 minutes per day
  - D Adjust the employee’s schedule to allow for later arrival and departure
- 63 The Qserve Tech Company has recently purchased a customer relationship management system (CRM) that will allow the customer service team to enter orders, generate shipping tickets, and view information entered by the account managers. The CRM will increase the speed of the ordering process, but it is a complex system with many different modules which can make mastering the system difficult. Qserve Tech is providing week-long training sessions for the customer service team and plans to evaluate its effectiveness one month after the training is complete. What learning curve do you expect to see from the customer service team?
- A S-Shaped
  - B Plateau
  - C Increasing returns
  - D Decreasing returns
- 64 The Qserve Tech Company has recently purchased a customer relationship management system (CRM) that will allow the customer service team to enter orders, generate shipping

tickets, and view information entered by the account managers. The CRM will increase the speed of the ordering process, but it is a complex system with many different modules which can make mastering the system difficult. Qserve Tech is providing week-long training sessions for the customer service team and plans to evaluate its effectiveness one month after the training is complete. Which of the following will BEST determine the effectiveness of the training?

- A Completing a survey upon completion of the training
  - B Testing the customer service team on the features of the CRM
  - C Tracking the number of orders processed per day before and after the training
  - D Make note of the attitude of the participants towards the new CRM
- 65 The Qserve Tech Company has recently purchased a customer relationship management system (CRM) that will allow the customer service team to enter orders, generate shipping tickets, and view information entered by the account managers. The CRM will increase the speed of the ordering process, but it is a complex system with many different modules which can make mastering the system difficult. Qserve Tech is providing week-long training sessions for the customer service team and plans to evaluate its effectiveness one month after the training is complete. What stage of the ADDIE model is Trifold in when it is determining the effectiveness of the training?
- A Needs analysis
  - B Evaluate
  - C Develop
  - D Design
- 66 The Qserve Tech Company has recently purchased a customer relationship management system (CRM) that will allow the customer service team to enter orders, generate shipping tickets, and view information entered by the account managers. The CRM will increase the speed of the ordering process, but it is a complex system with many different modules which can make mastering the system difficult. Qserve Tech is providing week-long training sessions for the customer service team and plans to evaluate its effectiveness one month after the training is complete. According to the Kirkpatrick model, what is the BEST level of training evaluation that Qserve Te can measure?
- A Reaction
  - B Learning
  - C Behavior
  - D Results
- 67 Dwight Schrote, a salesman, is terminated due to the recent loss of several large company contracts. Dwight has consistently had positive performance reviews, but the company must immediately move forward with a reduction in force. Dwight participated in the company's health insurance and 401(k) benefits. What is the BEST course of action to minimize the risk that Dwight will file a lawsuit?
- A Provide Dwight a severance agreement and have him sign a release
  - B Provide Dwight with outplacement services
  - C Provide Dwight with EAP services

- D Provide Dwight with a referral letter and a party to celebrate his past accomplishments with the company
- 68 Dwight Schrute, a salesman, is terminated due to the recent loss of several large company contracts. Dwight has consistently had positive performance reviews, but the company must immediately move forward with a reduction in force. Dwight participated in the company's health insurance and 401(k) benefits. If Dwight elects COBRA coverage, how long will he be eligible to participate?
- A 18 months
  - B 24 months
  - C 36 months
  - D 48 months
- 69 Dwight Schrute, a salesman, is terminated due to the recent loss of several large company contracts. Dwight has consistently had positive performance reviews, but the company must immediately move forward with a reduction in force. Dwight participated in the company's health insurance and 401(k) benefits. How long is the company required to keep Dwight's I9 form after his termination?
- A 1 year from termination date
  - B 1 year from termination date or three years from hire date, whichever is longer
  - C 1 year from termination date or two years from hire date, whichever is longer
  - D Place the I9 in Dwight's HR folder and follow company's retention policy
- 70 Due to an urgent need to cut costs, Playo, Inc., has decided to eliminate its quarterly off-site training conference for managers at all four of its locations with video conferencing. This reduces travel costs significantly and allows the company to lay off two training staff. This is an example of:
- A Outsourcing an organizational function
  - B Aligning HR activities with organizational productivity efforts
  - C Re-designing work
  - D Organizational restructuring
- 71 In order to lessen the conflict between the administrative and the developmental roles of performance appraisal, the recommended practice is to:
- A Have the employee's manager deliver the administrative feedback, including pay information, and have HR staff to address the developmental issues in a separate interview
  - B Combine both types of feedback into the same appraisal interview, but deal with pay issues first as that is the employee's primary concern
  - C Separate the administrative feedback and the developmental feedback into different interviews
  - D Communicate all feedback to the employee in writing two weeks before the appraisal interview so there will be no surprises during the interview
- 72 Jim Halpert, the sales director for Dunder Mifflin Inc., has developed a program for teaching salesmen how to do effective presentations to prospective clients. Each salesman will be

- required to develop a presentation about a particular product line so that at the end of the course, the salesman has a ready-to-deliver presentation. This training program should be effective for the engineers for all of the following reasons except:
- A The training is problem-centered
  - B They will expect better reactions from prospective clients
  - C The skills will be “overlearned” once the course is completed
  - D The experience is work-related
- 73 When HR is viewed negatively in an organization, the complaints are typically expressed as:
- A HR managers being excessively focused on their gatekeeping roles
  - B HR managers viewing themselves as organizational change agents
  - C High-level HR managers being overly focused on results rather than activities
  - D The HR function being too heavily involved in forming organizational competitive strategy
- 74 Success is found when HR management provides the organization with a sufficient supply of qualified individuals to fill the jobs in the organization’s \_\_\_\_\_.
- A employee and labor relations
  - B talent management
  - C staffing
  - D equal employment opportunity
- 75 The vice president of marketing at Glow Beauty Products has left to create her own company. She is taking with her some key managers in the areas of product development, finance and sales. Glow Beauty Products’ continued smooth functioning after these departures will largely depend on:
- A Whether there are high potential employees who have been plateaued and who are ready to move into these openings
  - B A flexible organizational culture
  - C The effectiveness and efficiency of Glow’s management training program
  - D A complete and up-to-date succession plan
- 76 What is not a cost of training that typically should be taken into account when calculating the costs and benefits of a training program?
- A Hotel and food expenses for trainees if training is off-site
  - B Opportunity cost of trainees being away from work
  - C The trainer’s salary and time
  - D Reduction in morale of employees who were not selected for training
- 77 Taking a “green” approach with HR policies can result in all of the following, except:
- A Reduced operational costs
  - B A positive effect on attracting, retaining and motivating employees
  - C A reduction in the need for safety and health professionals in the organization
  - D A more strategic emphasis in the organization
- 78 Development is distinguished from training, in that

- A development provides people with specific, identifiable knowledge and skills for use on their present jobs
  - B training is usually provided internally whereas development takes place in external learning environments
  - C development is broader in scope, focusing on individuals gaining new capabilities useful for both present and future jobs
  - D EEO laws and regulations apply primarily to training not development
- 79 The extent to which employees feel linked to organizational success and how the organization performs positively is termed
- A employee engagement
  - B employee organizational commitment
  - C employee morale
  - D employee performance motivation
- 80 Of the following performance appraisal systems, the ones most likely to be the subject of a discrimination lawsuit is/are:
- A Systems based on critical incidents
  - B The forced distribution system
  - C Systems using numerical measures of performance
  - D Systems using behaviorally-anchored rating scales

**Answer Key | Practice Test 12**

Question	Answer
1	B
2	B
3	B
4	D
5	A
6	C
7	A
8	C
9	A
10	A
11	D
12	A
13	D
14	B
15	D
16	D
17	D
18	B
19	A
20	D

Question	Answer
21	C
22	D
23	C
24	D
25	B
26	D
27	A
28	B
29	D
30	B
31	B
32	B
33	B
34	C
35	C
36	D
37	C
38	A
39	A
40	A

Question	Answer
41	C
42	D
43	D
44	C
45	A
46	B
47	B
48	C
49	D
50	D
51	B
52	B
53	A
54	D
55	D
56	B
57	C
58	B
59	A
60	B

Question	Answer
61	B
62	D
63	C
64	C
65	B
66	D
67	A
68	A
69	B
70	C
71	C
72	C
73	A
74	C
75	D
76	D
77	C
78	C
79	A
80	B



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